

**Early Learning Coalition of Broward County, Inc.  
Board Meeting Agenda  
DATE September 13, 2021 at 12:00PM**

**Via Zoom Meeting:**

<https://us06web.zoom.us/j/82642034722?pwd=eEtNL0pjSmZaUkorL3VzSEJOR3hIU09>

*Members are reminded of conflict of interest provisions. In declaring a conflict, please refrain from voting or discussion and declare the following information: 1) Your name and position on the Board, 2) The nature of the conflict and 3) Who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting.*

<b>PAGE</b>			
<b>I.</b>	<b>Call to Order</b>		Laurie Sallarulo, Chair
<b>II.</b>	<b>Roll Call</b>		Elsy Silvestre, Executive Assistant
<b>III.</b>	<b>Chair Report</b>		Laurie Sallarulo, Chair
<b>IV.</b>	<b>CEO Report</b>	3	Renee Jaffe, CEO
<b>V.</b>	<b>Consent Agenda</b>		Laurie Sallarulo, Chair
	• Approve June 21, 2021 Meeting minutes	5	
	• B221CA1 – CSC Contract – Financially Assisted Child Care Renewal	18	
	• B221CA2 – CSC Vulnerable Populations— Authorize the Chair to Sign Amendment before October 1, 2021	21	
	• B221CA3 – REI Training Contract	22	
	• B221CA4 – 211 Broward FY22 Contract	24	
	• B221CA5 – Revation Agreement – VOIP	27	
	• B221CA6 – Approve Purchases over \$35,000	29	
<b>VI.</b>	<b>Audit Committee</b>		Richard Campillo, Committee Chair Christine Klima CAO
	• B221AUD1 – Approve Keefe McCullough Engagement Letters for FY21 Audit and other Services	31	
<b>VII.</b>	<b>Finance Committee</b>		Cindy Arenberg Seltzer, Committee Chair Christine Klima, CAO
	• B221FIN1 – FY 21 Financial Results – FYI Only	46	
	• B222FIN2 – Approve July 2021 Interim Financial Statements	54	
	• B223FIN3 – Approve FY 22 Budget Amendment #1	60	
<b>VIII.</b>	<b>Regular Business</b>		Renee Jaffe – CEO Judith Merritt - COO
	• B221RB1 – ELC Bridge to ARP Funding Workforce Initiative and Funding Proposal	69	
	• B221RB2 – Strategic Plan FY20/21 – Q1-Q4 Results	79	
	• B221RB3 – CEO Performance Evaluation Results and CEO Performance Pay	83	
	• B221RB4 – Staff Satisfaction Survey Results	120	
<b>IX.</b>	<b>Nominating Committee</b>		Michael Asseff, Committee Chair
<b>X.</b>	<b>Governance Committee</b>		Dawn Liberta, Committee Chair

XI.	<b>Program Review Committee</b>		Khalil Zeinieh, Committee Chair
XII.	<b>Provider Representative Update</b>		<p>Cara Cerchione, Representative private for profit child care provider</p> <p>Beverley Batson, Representative private faith based child care provider</p>
XIII.	<b>FYI Items</b> <ul style="list-style-type: none"> <li>● FYI 1 Wait List Report</li> <li>● FYI 2 FY 20-21 ELC Contracts</li> <li>● FYI 3 Education and Quality Training Calendar</li> <li>● FYI 4 June Cash Disbursements</li> <li>● FYI 5 July Cash Disbursements</li> <li>● FYI 6 Match Report</li> <li>● FYI 7 FY 20-21 Committee Membership</li> <li>● FYI 8 FY 19-20 Board Meeting Attendance</li> <li>● FYI 9 Glossary of Terms</li> </ul>		
XIV.	<b>Unfinished Business</b> <b>New Business</b> <b>Matters from the Board</b> <b>Matters from the CEO</b> <b>Matters from our Partners</b> <b>Public Comment</b> <b>Next ELC Board Meeting: November 15, 2021@ Noon</b> <b>Adjourn</b>		

**Please Note:** Agenda subject to revisions and additions per the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions. **Members of the Public:** Please sign up at the entry desk for public comments to be made on particular agenda items no later than five minutes after the Coalition meeting has been called to order.

## **CEO Report Board – September 13, 2021**

### **Division of Early Learning (DEL) – New Chancellor of Early Learning**

DEL recently announced a change in leadership. Matthew Mears is the new head of Early Learning and first Chancellor. Before joining the DEL, he served as General Counsel for the Florida Department of Education (FDOE) for over six years. Prior to that he worked for the law firm Holland & Knight LLP in their litigation department supporting the needs of health care providers.

### **Racial Equity Update**

In the past year, ELC's Racial Equity Committee worked with the leadership team to incorporate racial equity into the ELC's strategic plan, diversify ELC outreach images, enhance recruitment practices, and ensure depiction of a diversity of characters and themes in children's books. The ELC is poised to continue developing goals and outcomes to increase equitable treatment and opportunities for black and brown communities. As part of the process, the ELC is working with legal counsel to conduct an HR audit to ensure our policies are inclusive. Additionally, the ELC is working with the Racial Equity Institute (REI) to train all staff and board members on racial equity and implicit bias. The Racial Equity Workgroup will continue to serve as a safe space for staff to discuss implicit bias and racism, share articles and current events, and plan educational events. The end goal is to educate staff and board members as we work together to demolish concepts such as institutional and systemic racism, implicit bias, racial equity, and multiracial systemic solutions.

### **School Readiness and VPK Enrollment/Attendance Update**

Currently, School Readiness enrollment is 11,800 served, which reflects full enrollment for the upcoming fiscal year. Staff continue to pull children from the waitlist to offset attrition resulting from ongoing redeterminations. As of August 18<sup>th</sup>, there are 3,064 children on the SR waitlist. As explained previously, an additional and more accurate indicator of waitlist impact is lag time between the calendar date of waitlist sign-up and the date of names being pulled. As of September 8<sup>th</sup>, we are now pulling families off the waitlist that signed up on April 21, 2021.

As of September 3<sup>rd</sup>, there are 14,769 processed and approved VPK applications for the 21/22 VPK school year and 10,594 children actually enrolled in a VPK program (and assigned a classroom). This number is down 18% from the same time in 2019 when there were 12,979 enrollments. Application submissions have increased over the last few weeks, and is projected to surpass last year's numbers which were 14,706 in total for the year. However, we are still below the numbers we saw pre-pandemic which were over 18,000 approved applications. It is important to note that VPK classes tend to begin either at the end of August or the beginning of September. Because of the surge of Delta variant, enrollment/attendance in VPK are currently very difficult numbers to predict.

### **COVID-19 Federal Relief Funding**

The Division of Early Learning continues to process and distribute CRRSA funds to child care educators/directors who were employed as of July 1<sup>st</sup>, and remain employed in child care settings. Educators/Directors are set to receive their first \$1,000 in disaster relief payments in the coming weeks. This payment is being made directly by the Division of Early Learning. Another \$1,000 payment is estimated to become available later in the calendar year.

Additionally, we are expecting Phase 6 of the statewide provider grant program that had begun by using the original stimulus (CARES) dollars and now is funded through CRRSA dollars, to rollout in early to mid September. We anticipate the grant awards to be larger than they were in Phase 5 however ELC's have not yet received Coalition specific funding award information. Grant awards were/are based on facility license capacity, and Phase 5 awards ranged from \$3,000 for a license capacity of 12 or less children, to \$19,500 for a license capacity of more than 150 children.

There is additional stimulus funding anticipated to become available in the coming months. Approximately \$950 million in Child Care Development Funds (CCDF) discretionary funds and \$1.5 billion in American Rescue Plan (ARP) funding are pending release by the State. Details concerning spending these dollars have not been solidified as of this report, but it is expected that the ARP funds will be provided in quarterly payments for five or six quarters to child care providers that apply for these funds and are scheduled to rollout in early 2022.

In anticipation of the ARP funding, ELC staff have been talking and meeting with community partners including Broward County and the Children's Services Council on a potential coordinated funding plan that would maximize resources as well as provide a bridge for providers between CCRSA's Phase 6 grants and ARP (with funding not expected until January 2022). Discussions continue, however parts of the plan have been developed and are included under Regular Business within this packet.

### **Trauma Training**

We have continued to support the early learning community with trauma informed care training and support. In August, we started two virtual Trauma training series. The first, Trauma Informed Care in the Classroom, is a three-part series led by Chris Becerra, Ed.D (ABD) which will conclude on August 17<sup>th</sup>. Training participants received an overview of trauma and ACE's (Adverse Childhood Events), and learned strategies to create safe environments and build trusting relationships. The second series is led by local trainer, Dr. Harleen Hutchinson. This is a longer series that spans from August to December. Each training examines trauma from the lens of the child, teacher and parent support. One participant said, "What I loved about this training is that we received a lot of information that can enhance our performance as Educators, parents and role models for the next generation." ELC staff continue to facilitate and train on FLIP It (Feelings, Limits, Inquiries and Prompts). FLIP It's four steps is simple strategy to address children's day to day challenging behaviors.

### **WSFL Update**

The ELC continues its fantastic partnership with WSFL Channel 39. In addition to the weekly segments we filmed for Today in South Florida, the station has chosen the ELC to make us one of its two recipients of books purchased from money raised from their annual "If You Give A Child A Book" campaign, in partnership with Scholastic and the Scripps Howard Foundation. This is the second year they have chosen us to receive books through this campaign. The other recipient is the Head Start program in Miami-Dade. WSFL was in our offices August 11 to conduct interviews with parents and staff as a lead up to their campaign.

Last year we received more than 1,000 books, and filmed a segment distributing books to a child care center. An additional 8 child care facilities also received books. This year, the books will be tied in to the ELC's Broward Bookworms initiative, which WSFL has graciously promoted since its inception in June. To learn more, please visit the WSFL link, [www.wsfltv.com/giveabook](http://www.wsfltv.com/giveabook)

### **PDG Funding**

DEL has implemented a no-cost extension to December 30, 2021 for Mental Health and Curriculum Training expenditures under the Federal Pre-School Development Grant Program. For Broward, this means approximately \$101K will be carried forward to FY22 to continue the Trauma Informed Care and Infant Mental Health Training series' that ELC procured and launched last fiscal year. In addition, DEL has indicated that more PDG program funding will be available to the Coalitions for FY22 pending finalization of an application process. While the available amount is not yet known, staff will apply for continuation funding for provider Mental Health supports as soon as the application window opens.

### **Salary Survey**

ELC has engaged Compensation Resources Inc. (CRI) to conduct an update to the salary survey they conducted in 2018. The Society for Human Resource Management (SHRM) recommends that employers review their salary structure every 3 to 5 years, particularly when the marketplace becomes more competitive as it has over the past year. The review will determine whether the structure is still aligned with the organization's needs and the labor market. The results can then be used to inform compensation decision-making to attract and retain talent and to affirm our overall compensation philosophy. The survey will take approximately 3 months and will be getting under way in late August.

**Early Learning Coalition of Broward County, Inc.**  
**Board Meeting Minutes**  
**June 21, 2021 at 12:00 PM**  
Virtual Meeting

Members in Attendance	Laurie Sallarulo; Michael Asseff; Dawn Liberta; Cindy Arenberg-Seltzer; Beverley Batson; Cara Cerchione; Zachary Talbot; Amoy Reid; Renee Podolsky; Khalil Zeinieh; Richard Campillo; Kristina West; Kirk Englehardt; William Karp; Carol Hylton;
Members Absent	Twan Russell; Angela Iudica; Ellie Schrot; Monica King; Laurie Rich Levinson
Staff in Attendance	Renee Jaffe, CEO; Hubert Cesar, CIO; Howard Bakalar, CPO; Judith Merritt, COO, Allison Metsch, Sr. Director of Education & Quality; Elsy Silvestre, Executive Assistant; Pablo Calvo, Director of Community Engagement; Reiner Potts, Financial Analyst; Sandra Paul, Sr. Director of Provider Reimbursement; Keisha Dunn-Pettis, Senior Director of Family Services and Provider Relations
Others in Attendance	Jacob Jackson, General Counsel; Jennifer Shields

Item	Action/Discussion
Welcome & Call to Order	Board Chair called the meeting to order at 12:09 PM. Roll was called and a quorum was established. Board Chair welcomed everyone to the Board Meeting. She announced that there are opportunities on several of our committees for Board members to join, namely Audit, Finance and Governance, she encouraged Board Members to join an ELC Committee. She mentioned the Learner's and Earner's Workforce Summit that she and CEO, Renee Jaffe attended virtually.
CEO Report	CEO welcomed everyone to the last board meeting of the fiscal year and thanked the members for the excellent participation this fiscal year. She looks forward to meeting in person in the near future. CEO summarized the CEO report as follows: <ul style="list-style-type: none"> <li>• Over 6,700 families participated in the bookworm initiative.</li> <li>• We have processed about 500 Phase V Cares Grants.</li> <li>• 1,971 SR children have been enrolled.</li> <li>• 2,084 are on waitlist down from 2,206 reported at the April board meeting.</li> </ul>
<b>Consent Agenda</b>  1. Approve May 10, 2021 Meeting minutes 2. B216CA1 – Approve FY22 Sliding Fee Scale 3. B216CA2 – Approve BLI Contract Renewal 4. B216CA3 – Approve Children's Forum FY22 Contract Extension 5. B216CA4 – Approve 211	A <b>Motion</b> was made by Khalil Zeinieh to approve the Consent Agenda. <b>Seconded</b> by Carol Hylton. <b>Unanimously approved. Motion Passes.</b>

<p>Broward FY22 Contract Renewal</p> <ol style="list-style-type: none"> <li>6. B216CA5 – Approve Keefe McCullough FY22 Contract Renewal</li> <li>7. B216CA6 – Approve Web Author FY22 Contract Renewal</li> <li>8. B216CA7 – Approve FY2022 United Way School Readiness Match Contract.</li> <li>9. B216CA8 – Approve FY2022 OEL Grant Agreement</li> <li>10. B216CA9 – Approve Staff to negotiate with approved procurements for FY22</li> <li>11. B216CA10 – Adoption of 403b Plan Restatement</li> <li>12. B216CA11 – Empower Staff to Executive Additional Amendment to 403b Plan</li> <li>13. B216CA12 – Adoption of Employee Health Benefits Plan</li> <li>14. B216CA13 – Adoption of Commercial Risk Management Coverage FY22</li> </ol>	<p style="text-align: center; opacity: 0.5; font-size: 48px; transform: rotate(-20deg);">DRAFT</p>
<p><b>Finance Committee</b></p> <ol style="list-style-type: none"> <li>1. B216FIN1 – Approve Interim April Financials</li> <li>2. B216FIN2 – Approve Budget Amendment #5</li> <li>3. B216FIN3 – Approve Preliminary FY22 Budget</li> <li>4. B216FIN4 – Approve Individual Purchases over \$35K for FY22</li> <li>5. B216FIN5 – Approve FY22 Related Party Estimated Contracts and Expenditures</li> </ol>	<p><b>Approve Interim April Financials</b></p> <p>Finance Committee Chair opened up the Finance Committee discussion. She provided a summary on VPK enrollment, slot expenditures by OEL. She spoke about the federal funding process and how frustrating it is.</p> <p>A <b>Motion</b> was brought forth by the Finance Committee to approve April 2021 Interim Financial Statements, pending approval of an annual audit performed by a qualified independent certified public accountant. The <b>Motion was unanimously approved. Motion Passes.</b></p> <p><b>Approve Budget Amendment #5</b></p> <p>A <b>Motion</b> was brought forth by the Finance Committee to approve FY2021 Budget Amendment #5. The <b>Motion was unanimously approved. Motion</b></p>

**Passes.**

There was a question regarding teacher bonuses. OEL is administering teacher bonuses and OEL has mentioned that these funds will be coming soon, possibly around July. The bonus will include center directors.

**Approve Preliminary FY22 Budget**

CAO shared a presentation on the proposed preliminary budget.

A **Motion** was brought forth by the Finance Committee to approve the preliminary FY 2022 Budget. The **Motion was unanimously approved.**

**Motion Passes.**

**Approve Individual Purchases over \$35K for FY22**

A **Motion** was brought forth by the Finance Committee to approve individual purchases over \$35k for FY22. The **Motion was unanimously approved.**

**Motion Passes.**

**Approve FY22 Related Party Estimated Contracts and Expenditures**

A **Motion** was brought forth by the Finance Committee to approve the FY22 Related Party Estimated Contracts and Expenditures. The **Motion was approved. Motion Passes.**

The following board members abstained from voting:

- Dawn Liberta abstained because she is the Board Chair for CSC.
- Cara Cerchione abstained due to personal benefit of her company utilizing school readiness funds.
- Beverley Batson abstained from voting because her facility utilizes school readiness funds.
- Cindy Arenberg Seltzer abstained from voting because a related party transaction. ELC is a contributor to the family resource guide that CSC is the organizer of.

CEO provided an overview of CRSSA & ARP Funding. William Karp commented about some of the providers and how he has seen a huge number of providers that are running a waiting list because they don't have sufficient staff to enroll more children. Providers are having a hard time enrolling additional children because of the unusual low number of staff. William said he has never seen this happen before.

Carol Hylton mentioned that there are approximately 134 job seekers registered and looking for child care positions. She mentioned that CareerSource can now start doing targeted recruitment fairs. Carol will touch

	<p>base with Renee to discuss further.</p> <p>The Board started a discussion regarding doing something locally to assist and support the providers.</p>
<p>Nominating Committee - Michael Asseff</p> <p>Governance Committee – Dawn Liberta</p> <p>Program Review Committee – Khalil Zeinieh</p> <p>Audit Committee – Richard Campillo</p> <p>Provider Representative – Cara Cerchione, Representative private for profit child care provider</p> <p>Beverly Batson, Representative private faith based child care provider</p>	<p>No Discussion.</p> <p>No Discussion.</p> <p>No Discussion.</p> <p>No Discussion.</p> <p>Beverley mentioned that the mental health with the families and that has been a question about support via ELC for families to have access to.</p> <p>CEO spoke about PDG dollars used for mental health training for providers and families.</p> <p>Finance Chair spoke about a procurement regarding community trauma, looking for agencies who will hire community mental health workers. Teaming up with Broward Behavioral to train people to be community mental health workers. The workers will be deployed into the community and they can reach out to parents and go into the childcare centers. The zones were based on those areas of people experiencing highest levels of gun violence.</p> <p>Cara also wanted to make the Board aware of expulsion rates and how any child that misbehaves will be kicked out. This is a red flag for the community to be aware of.</p>
<b>NEW BUSINESS</b>	CSC is having their budget retreat on May 20. Cindy asked for anyone that wants to attend to do so via Zoom.
<b>MATTERS FROM CHAIR</b>	There was no discussion.



<b>MATTERS FROM COMMITTEES</b>	William Karp mentioned that child care licensing started a pilot program for providers that are in good standing, in business 2 years, no class 1 violations in two-year period, qualified director and are not in an investigation. Those providers who meet that eligibility can have one remote desk inspection. This will help to congratulate compliant providers.
<b>PUBLIC COMMENT</b>	There was no discussion.
<b>NEXT MEETING DATE</b>	September 13, 2021 at 12:00PM
<b>ADJOURN</b>	Meeting adjourned by William Karp at 1:38 PM

*These minutes contain the action items of the Board meeting of the Early Learning Coalition of Broward. They do not include all the Committee's discussions or comments on each matter or issue raised during the meeting. A tape recording of the meeting is held in the Coalition office. Corrections from the Committee will be taken prior to approval at the next meeting.*

DRAFT



**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, Beverly Batson, hereby disclose that on June 21, 20 21:

(a) A measure came or will come before my agency which (check one)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, \_\_\_\_\_;
- inured to the special gain or loss of my relative, \_\_\_\_\_;
- inured to the special gain or loss of \_\_\_\_\_, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

**B216FIN5 – Approve FY22 Related Party Estimated Contracts and Expenditures**

**I abstained due to my business being under contract with the Early Learning Coalition of Broward County for School Readiness funding**

June 21, 2021

Date Filed

Beverly Batson

Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <i>Cerbone, Cara</i>	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <i>Ele of Broward</i>
MAILING ADDRESS <i>4928 SW 11th Place</i>	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
CITY <i>Margate</i>	COUNTY <i>Broward</i>
DATE ON WHICH VOTE OCCURRED <i>6/21/2021</i>	NAME OF POLITICAL SUBDIVISION: MY POSITION IS: <input checked="" type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether in person or by your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

**IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:**

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, CAEA CORCHIONE, hereby disclose that on 6/21, 2021;

(a) A measure came or will come before my agency which (check one)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, Michelle's Int'l Learning House;
- inured to the special gain or loss of my relative, Jill Cochione;
- inured to the special gain or loss of \_\_\_\_\_, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The Budget Amendment

6/21/2021  
Date Filed

[Signature]  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR CIVIL PENALTY NOT TO EXCEED \$10,000.

PAG

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Seltzer, Cindy Arenberg	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Early Learning Coalition of Broward County
MAILING ADDRESS 6600 W. Commercial Blvd	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
CITY COUNTY Lauderhill, Broward County	NAME OF POLITICAL SUBDIVISION: Broward
DATE ON WHICH VOTE OCCURRED 6/21/2021	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a “relative” includes only the officer’s father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A “business associate” means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

## APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Cindy Arenberg Seltzer, hereby disclose that on June 21, 20 21:

(a) A measure came or will come before my agency which (check one)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, \_\_\_\_\_;
- inured to the special gain or loss of my relative, \_\_\_\_\_;
- inured to the special gain or loss of \_\_\_\_\_, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

There was a measure which would provide \$25,000 to the Children's Services Council of Broward County (CSC) to contribute to the funding of the Family Resource Guide which CSC organizes on behalf of the community. I am the President / CEO of the CSC.

\_\_\_\_\_  
Date Filed

Cindy Arenberg Seltzer  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.





**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, \_\_\_\_\_, hereby disclose that on \_\_\_\_\_, 20 \_\_\_\_:

(a) A measure came or will come before my agency which (check one)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, Children Service Council;
- inured to the special gain or loss of my relative, \_\_\_\_\_;
- inured to the special gain or loss of \_\_\_\_\_, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I am the chair of the CSC Board

6/22/21  
Date Filed

Dawn Webster  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

<b>ITEM/MEETING</b>	B221CA1 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	CSC Financially Assisted Child Care Contract Renewal
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve CSC FACC Contract Renewal FY22</b>
<b>FINANCIAL IMPACT:</b>	\$4,592,850
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

The Children’s Services Council (CSC) provides funding to supplement Division of Early Learning (DEL) School Readiness dollars for child care services to income eligible families in Broward County. Under the agreement, ELC will fund a minimum of 573 slots for children ages birth through 5 (not yet in Kindergarten).

CSC funding may also be used to support ELCs application for School Readiness match funding as needed. Additionally, CSC dollars play a unique and critical balancing role in ELC’s utilization strategy at the end of each fiscal year because the funds are interchangeable with DEL dollars and run on a different fiscal year. This affords ELC the opportunity to move CSC funds between fiscal years and maximize the use of DEL School Readiness dollars for income eligible children during ELC’s fiscal year.

**Current Status:**

Staff and Finance Committee recommend the Board approve the CSC Financially Assisted Child Care Services Contract renewal in the amount of \$4,592,850. The term of the contract is October 1, 2021 through September 30, 2022.

**Supporting Documentation:**

- Contract Fact Sheet

## CSC OF BROWARD COUNTY

### Financially Assisted Child Care Services – Contract Fact Sheet

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is provided for ease of review, but it is not the approved contract. A copy of the full contract is available upon request.*

**CONTRACT NAME:** Children’s Services Council of Broward County  
Financially Assisted Child Care Services

**CONTRACT NUMBER:** 18-2588

**POINT OF CONTACT:** Cynthia Reynoso  
Children’s Services Council of Broward County  
6600 West Commercial Boulevard  
Fort Lauderdale, FL 33319  
954-377-1000

**BUDGET AMOUNT:** \$4,592,850.00

**METHOD OF PAYMENT:** This is a revenue generating contract for which the ELC is reimbursed for units (days) of child care services

**PAYMENT SCHEDULE:** Monthly

**TERM:** October 1, 2021 – September 30, 2022

**ANTICIPATED NUMBER OF PARTICIPANTS:** 573

**SCOPE OF WORK:** The funding will allow the ELC to provide additional School Readiness financial assistance “slots” for child care to low income families living in Broward County. Child care services under this agreement will be used for children ages birth through 5 (not yet in Kindergarten).

**DELIVERABLES:** Units of child care. Services are to be provided at legally operating child care facilities that meet at least one of the following wherever possible through parent choice:

- Accredited Child Care Facilities with “Gold Seal” status as determined by the Florida Department of Children and Families (DCF).
- Participating in the Children’s Services Council of Broward County’s Positive Behavioral Interventions and Supports (PBIS) program.
- Participating in the PROVIDER’S School Readiness Program Assessment with a CLASS® score of 3.5 or higher.

**VI. PERFORMANCE MEASURES**

The PROVIDER is required to submit participant performance measure data within the time frames and formats specified by the CSC. The PROVIDER shall also report any barriers and/or noteworthy activities experienced in performance measure achievement occurring during the term of this Agreement, as required. Performance measures and related processes are subject to change at the discretion of the CSC in response to changes in service delivery (e.g., response to natural disasters or events that impact typical service provision).

**DESIRED RESULT: Children will succeed in school.**

Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:

<b>Key Question</b>	<b>Performance</b>	<b>Council Goal</b>	<b>Evaluation Tool</b>	<b>Admin Schedule</b>
<b>How Much Did We Do?</b>	# of providers who are serving school readiness children birth-5	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
	# of children birth-5 receiving CSC funding	Outputs Only	Semi-Annual Report	Semi-Annual Data Submission
<b>How Well Did We Do It?</b>	% of client satisfaction with services	80%	Semi-Annual Report	Semi-Annual Data Submission
	% of children who attended a SR program for a minimum of 6 months	80%	Semi-Annual Report	Semi-Annual Data Submission
<b>Is Anybody Better Off?</b>	% of children who received a referral for additional services based on ASQ recommendations.	95%	Semi-Annual Report	Semi-Annual Data Submission



<b>ITEM/MEETING</b>	B221CA2 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	CSC Vulnerable Populations FY21 Contract Amendment
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Authorize the Board Chair to execute FY21 CSC Vulnerable Populations Contract amendment pending CSC Council approval scheduled for September 2021 and ELC legal review.</b>
<b>FINANCIAL IMPACT:</b>	TBD
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

The Children’s Services Council (CSC) Vulnerable Populations Contract funds child care services for children birth to 5 throughout Broward County that are identified by CSC as vulnerable to or at-risk of child abuse and neglect. Families are referred by CSC funded family strengthening program caseworkers, other community partners or directly by ELC when child care could help alleviate identified risk factors including, but not limited to, parenting stress, addiction recovery, economic distress or caregivers in need of respite. Parents are encouraged to enroll their children in quality programs that are accredited Gold Seal, PBIS or those providers with a CLASS Score of 3.5 or higher.

In FY21, enrollments and expenditures for the program were very low due to the combined impact of the factors listed below.

- Sharply reduced referrals from CSC-funded programs experiencing COVID-19 Pandemic-related service reductions;
- A sharp increase in the number of already-enrolled families getting transferred to newly available long-term funding in the Division of Early Learning’s (DEL’s) School Readiness Program (SR) (Vulnerable Populations Funding is funder of last resort for Vulnerable families on the SR Waiting list); and
- Parental hesitancy to send children to care during a pandemic or an inability to find seats with their preferred provider.

In May 2021 the CSC Board decided to defer its FY22 allocation decision until more information on the need for funds became available over the summer, including, but not limited to:

- Whether or not the pace of referrals would return to normal as CSC-funded programs resumed normal activities;
- How large allocations of Federal Stimulus funding for child care expected from the State would affect the need to provide Vulnerable Populations funding;
- Whether portions of the current Vulnerable Populations allocation might need to be re-directed to other urgent pandemic recovery related issues for Early Care and Education.

**Current Status:**

CSC will send their recommendation to extend the current FY21 contract for three additional months to their Board for their September meeting (that is scheduled after the ELC Board meeting on September 13, 2021). If approved, CSC will amend the current contract end date to December 31, 2021. Staff will provide an update at the next meeting once the terms are finalized.

**Recommendation:**

Staff and Executive Committee request authorization from the Board for the Board chair to sign the amendment following CSC approval (pending legal review) and before the effective date on October 1, 2021.

**Supporting Documentation:**

- None

<b>ITEM/MEETING</b>	B221CA3 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	Racial Equity Institute, LLC Contract for Staff Racial Equity Training
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve FY22 Racial Equity Institute Contract for Staff Racial Equity Training Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	Not to exceed \$60,000 FY22 October 1-June 30 2022
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In June 2021, the ELC Board approved Racial Equity Institute, LLC (REI) to supply racial equity training services to ELC staff following a public procurement authorized at the April 2021 Board meeting. Staff initiated contract negotiations in the ensuing weeks to bring contract terms to the Board and launch the trainings as soon as possible.

**Current Status:**

The proposed service agreement through June 30, 2022 (with up to two additional annual renewals) includes access to up to five (5) instances of REI’s off-the-shelf online training series entitled “Phase I”, a 2-day workshop for approximately thirty (35) ELC staff and board participants per instance (up to 175 staff/board altogether).

The two-day “Phase I” training is designed to develop the capacity of participants to understand racism in its institutional and structural forms. The training has been widely used and favorably reviewed by many of our partners including Broward County, Children’s Services Council, United Way and Broward Department of Health.

REI describes the training as follows:

*Moving the focus from individual bigotry and bias, the Racial Equity Institute’s Phase I workshop presents an historical, cultural, structural, and institutional analysis of racism. With a clear understanding of how institutions, systems, and culture are producing unjust and inequitable outcomes, participants are better equipped to work for change. Phase I builds the capacity of participants to identify the root causes of disparity and establish goals and strategies based on that deeper understanding. Participants develop an analysis of institutional racism that helps their organization develop a common understanding of the problem and a common language to address it. This paradigm-shifting experience redefines issues of equity as they manifest in systems and institutions today and the attendant actions of individuals who seek to address them. The Phase I Workshop is the foundation of our training and organizing strategy.*

Each training costs \$12,000 for a total not to exceed \$60,000 in FY22

**Recommendation:**

Staff and Executive Committee recommend Board approve the FY22 Racial Equity Institute contract, pending legal review.

**Supporting Documentation:**

- Contract Fact Sheet



## REI CONTRACT FACT SHEET

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review, but is not the approved contract. A copy of the full contract is available upon request.*

**CONTRACT NAME:** Racial Equity Institute, LLC Contract

**CONTRACT NUMBER:** TBD

**POINT OF CONTACT:** Megan Hayes-Bell  
Contracts Manager  
Racial Equity Institute, LLC  
454 Gorrell Street  
Greensboro, NC 27406

**PROCUREMENT:** Request for Proposals

**CONTRACT TYPE:** Vendor

**BUDGET AMOUNT:** Not to exceed \$60,000 (\$12,000 per training)

**METHOD OF PAYMENT:** Cost Reimbursement by Invoice

**PAYMENT SCHEDULE:** Per Instance

**TERM:** October 1, 2021 through June 30, 2022

**SCOPE OF WORK:** The Coalition selected the Vendor in competitive RFP Procurement No. PR22-0002 to provide, anti-racism/race equity training between October 1, 2021 and June 30 2022, with up to two annual renewals. REI will provide up to 5 instances of REI’s “Phase I” off-the-shelf racial equity training to up to 35 staff per training in FY22. The Coalition shall request the training dates by using the “Book REI Now” interface on the Vendor’s website.

<b>ITEM/MEETING</b>	B221CA4 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	211 Broward FY22 Sub Recipient Services Amendment to update core terms and Conditions
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve Amendment #2 of ELC's FY 21-22 Agreement with 211 Broward to update Core Terms and Conditions Pending Legal Review</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In late June 2021, the Board voted to allow the renewal of 211 Broward's Sub Recipient Agreement. Also in late June, 2021, The Division of Early Learning issued an updated Grant Agreement with significant changes to the terms and conditions that affect sub-recipients. To avoid a delay in the start of services for the fiscal year on July 1, 2021, ELC executed a renewal amendment (#1) leaving the terms and conditions of the prior year's base contract unchanged with the intent to further amend the contract with the new terms at a later date.

**Current Status:**

ELC staff has worked with the ELC General Counsel to update the terms and conditions of the sub-recipient agreement core to include (but not limited to):

- Updating the regulations and laws;
- Updating the name of the regulating agency from Office of Early Learning (OEL) to The Division of Early Learning (DEL);
- Significantly expanded compliance requirements for hiring new staff;
- Significantly more prescriptive working hours and compensation compliance requirements
- Updated requirements for allowable paid holidays and other compensated absences.

Sub Recipients are required to comply to many of the same terms and conditions of the Grant Agreement that govern the ELC itself.

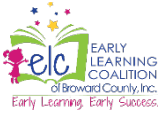
**Recommendation:**

ELC staff and Executive Committee recommend Board approval of 211 Broward Amendment #2 pending legal review.

**Supporting Documentation:**

- Contract Fact Sheet – *No Changes*





## 211 CONTRACT FACT SHEET

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review, but is not the approved contract. A copy of the full contract is available upon request.*

**CONTRACT NAME:** 2-1-1 Broward (First Call for Help of Broward, Inc.)

**CONTRACT NUMBER:** 211-19-ELC1

**POINT OF CONTACT:** Frank Isaza, COO  
First Call for Help of Broward, Inc.  
250 NE 33<sup>rd</sup> St  
Oakland Park, FL 33334

**PROCUREMENT:** Sole Source February 2019

**CONTRACT TYPE:** Sub Recipient ELC funded

**BUDGET AMOUNT:** \$461,092

**METHOD OF PAYMENT:** Cost Reimbursement

**PAYMENT SCHEDULE:** Monthly

**TERM:** July 1, 2021 through June 30, 2022

**SCOPE OF WORK:** To provide resource support, outreach, call routing, customer service training and overflow call answering support to ELC's CCR&R-Customer Service Unit.

**DELIVERABLES:**

- (1) Updated and Accessible Community Resource Directory for ELC Clients
- (2) Documented Results of at least 36 Outreach Events
- (3) All CCR&R and ELC Service Related Calls Directed to ELC Certified Counselors
- (4) Seamless Supplemental Community Resource Referrals (Via Warm Handoff)
- (5) Seamless Outage and Overflow Coverage for ELC Client Inquiries
- (6) High Quality Customer Service Training for ELC Staff.

**PERFORMANCE MEASURES:**

- (1) ELC CCR&R Counselors will have access to a continuously updated Directory of Community Services in Broward tailored to comply with OEL CCR&R Grant Agreement standards.
- (2) One hundred percent (100%) of callers seeking CCR&R or Other ELC Services shall be referred to ELC for follow up [Measured by Call Traffic Reports and Secret Shopper Inquiries].
- (3) Call overflow and "Warm Handoff" transfers of calls from ELC to 211 Broward are handled seamless with minimal disruption to ELC clients. [Measured by Call Traffic Reports and Secret Shopper Inquiries]

- (4) Ninety-five percent (95%) of ELC staff participating in 211's Customer Service training series will demonstrate knowledge of new skills and techniques [Measured by pre and post training knowledge tests]
- (5) First Call for Help, Inc. spending forecasts and analyses, and budget management shall result in balanced fiscal year budgets, with no deficit spending and with no significant surplus of funds that have been contracted for services. [Measured by ELC records.]

**REPORTS:**

- (1) Monthly Call Traffic and Outreach Event Reports
- (2) Customer Service training Pre and Post Tests

<b>ITEM/MEETING</b>	B221CA5 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	Revation Systems, Inc. Contract
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve FY22 Contract with Revation, pending legal review</b>
<b>FINANCIAL IMPACT:</b>	\$83,309 FY22 (\$18K in one time transition cost, balance for 9 months service)
<b>ELC STAFF LEAD</b>	C. Klima

**Background:**

In June 2021, the ELC Board approved Revation Systems, Inc. (Revation) to supply ELC’s Voice Over Internet Phone (VOIP) services following a public procurement authorized at the April 2021 Board meeting. Staff initiated contract negotiations in the ensuing weeks to ensure a smooth transition from ELC’s current vendor, Mitel, as the existing contract expiration date approaches on September 30, 2021.

**Current Status:**

The proposed 3-year (36 month) service agreement negotiated with Revation includes (but is not limited to) the following key features and upgrades needed to enhance and improve the customer service experience for ELC’s clients and help ELC efficiently manage staffing:

- Increased overall service reliability, security and system flexibility
- Encrypted voice services in real-time as well as secure, compliant messaging, including live chat
- Enhanced vendor product technical support and staff training resources
- Unified platform accessible to staff using a laptop from any location
- Call queue attendant to inform callers on hold about their place in line and projected wait time.
- Skills-based call routing and agent scheduling to quickly route callers to the right resource
- Built-in remote desk top screen sharing to better assist clients as they complete forms or enter data
- Robust quality monitoring tools for supervisor quality assurance and training
- After call automatic survey capability to collect customer feedback
- Flexible, customizable reports

The cost includes \$18K in initial configuration and system transition costs followed by a \$7,257 monthly fee starting on October 1, 2021. Annual costs by fiscal year will be as follows:

Fiscal Year	One Time Transition Costs	Number of Service Months	Total Service Fees Per FY	Total Cost
FY22	\$18,000	9	\$65,309	\$83,309
FY23		12	87,079	87,079
FY24		12	87,079	87,079
FY25		3	21,770	21,770
<b>Total</b>	<b>\$18,000</b>	<b>36</b>	<b>\$261,237</b>	<b>\$279,237</b>

**Recommended Action:**

Staff and Executive Committee recommend Board approve the Revation Systems, Inc. contract, pending legal review.

**Supporting Documentation:**

- Contract Fact Sheet



## REVISION CONTRACT FACT SHEET

*The information provided in this document identifies the major contract components including: cost; scope of work; deliverables and goals. The document is being provided for ease of review, but is not the approved contract. A copy of the full contract is available upon request.*

**CONTRACT NAME:** Revation Systems, Inc. Contract

**CONTRACT NUMBER:** TBD

**POINT OF CONTACT:** Perry Price  
Revation Systems, Inc.  
225 S. 6<sup>th</sup> Street, 39<sup>th</sup> Floor  
Minneapolis, MN 55402

**PROCUREMENT:** Request for Proposals

**CONTRACT TYPE:** Vendor

**BUDGET AMOUNT:** \$18,000 Start Up/Transition Costs  
\$7,257/month for 9 months FY22

**METHOD OF PAYMENT:** Monthly Invoice

**PAYMENT SCHEDULE:** Monthly

**TERM:** September 15, 2021 through September 30, 2024

**SCOPE OF WORK:** Voice over Internet Phone Services

ITEM#/MEETING	B221CA6 / BOARD
MEETING DATE:	09/13/21
SUBJECT:	Purchases over \$35,000
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY22 Purchases over \$35,000</b>
FINANCIAL IMPACT:	a. \$83,309 for Revation VOIP Services b. \$60,000 for Racial Equity Training
AS RECOMMENDED	Finance Committee

**Background Information:**

In accordance with ELC fiscal policy, the ELC Finance Committee reviews all purchases costing more than \$35,000 per fiscal year and recommends to the ELC whether to approve them, based on the ELC budget.

**Current Status:**

**Staff Request approval for the following operating expense purchases over \$35,000:**

- a. \$83,309 Revation LLC Voice Over Internet Phone System Configuration and 9 months FY22 service fee (36-Month Agreement submitted to the Executive Committee for review).**

The vendor was selected through a public procurement and approved by the Board at the June 2021 meeting with an initial budget up to \$80,000. In negotiations with the vendor, staff recommend that members opt for a slightly higher cost 3-year (36-month) service term instead of a 5-year (60 month) term to ensure that the ELC customer service team has the flexibility to respond to fast-changing market and technological conditions. The updated purchase price will increase the phones/internet budget line item by \$16,000 net. The table below outlines the financial commitment allocated to this vendor by fiscal year. See also the action item included in the consent agenda of this Packet for approval of the service agreement.

Fiscal Year	One Time Transition Costs	Number of Service Months	Total Service Fees Per FY	Total Cost
FY22	\$18,000	9	\$65,309	\$83,309
FY23		12	87,079	87,079
FY24		12	87,079	87,079
FY25		3	21,770	21,770
<b>Total</b>	<b>\$18,000</b>	<b>36</b>	<b>\$261,237</b>	<b>\$279,237</b>

- b. \$60,000 Racial Equity Institute, LLC Agreement for FY22 Racial Equity Training for ELC staff and Board members.**

The vendor was selected through a public procurement and approved by the Board at the June 2021 meeting with an initial budget up to \$50,000. ELC will be using the vendor’s trainings booked “off the shelf” through their website. The vendor will provide up to 5 trainings at a cost of \$12,000 each for a total amount not to exceed \$60,000. The additional \$10,000 cost of the trainings does not change the consultant cost line item as other cost savings have been realized for the year. ELC will have the option to renew the contract for up to two additional one-year terms. See also the action item included in the consent agenda of this packet for approval of the Vendor Agreement.

**Recommendation:**

Staff and Finance Committee recommend approval of purchases (a) and (b) above for FY22

**Supporting Documentation:** None

<b>ITEM#/MEETING</b>	B221AUD1 / BOARD
<b>MEETING DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	Keefe McCullough FY21 Financial Audit and 403B Audit Engagement Letters
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Approve Auditor Engagement Letters for FY21 Audit and Preparation of Form 5500 Preparation for ELC 403B Retirement Plan</b>
<b>FINANCIAL IMPACT:</b>	\$29,500 Fiscal Year 2021 Audit and 2020 Form 990 Preparation \$12,300 Plan Year 2021 Audit of 403B Retirement Plan and 2020 Form 5500 Preparation \$41,800 Total (FY22 Budget)
<b>AS RECOMMENDED BY:</b>	Audit Committee
<b>ELC STAFF LEAD</b>	C. Klima

**Background Information:**

In the Grant Agreement between the Office of Early Learning (OEL) and the Early Learning Coalitions, OEL mandates that all Early Learning Coalitions in the State of Florida receive an annual audit of financial statements and program compliance of major federal awards, as well as tests of internal controls as required under the Single Audit Act. On February 13, 2020, ELC selected Keefe McCullough, a Fort Lauderdale based CPA firm that specializes in not for profits, for single audit services, preparation of IRS form 990 and preparation of Department of Labor form 5500 for ELC's 403B Retirement Plan. The audit of FY20/21 financial statements will be their second year in a five-year auditor rotation cycle.

**Current Status:**

Keefe McCullough is ready to begin preparatory work for the following upcoming annual audit engagements upon acceptance of the attached engagement letters.

<b>Service</b>	<b>Dates</b>	<b>Cost</b>
Preparation of 2020 IRS Form 5500	Sep 2021 - Oct 2021	\$2,000
Fiscal Year 2020-2021 Financial Audit	Oct 2021 - Mar 2022	\$26,750
Preparation of 2020 IRS Form 990	Dec 2021 - Mar 2022	\$2,750
Plan Year 2021 403B Retirement Plan Financial Audit	Apr 2022 - Jun 2022	\$10,300
<b>Total</b>		<b>\$41,800</b>

**Summary**

ELC staff and Audit Committee recommend the Board accept the attached the two engagement letters.

**Supporting Documentation:**

- Engagement Letter for Audit of FY2020-2021 Financial Statements and Form 990
- Engagement Letter for Plan Year 2021 403B Audit and Preparation of PY 2020 Form 5500



June 30, 2021

Ms. Christine Klima, Chief Administrative Officer  
Early Learning Coalition of Broward, Inc.  
1475 West Cypress Creek Road, #301  
Ft. Lauderdale, FL 33309

Dear Christine:

We are pleased to confirm our understanding of the services we are to provide for Early Learning Coalition of Broward, Inc. (the "Organization") for the year ended June 30, 2021. This engagement letter represents the first renewal of the original agreement dated April 20, 2020.

We will audit the financial statements of the Organization, which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements (the "financial statements"). Also, the following supplementary information accompanying the financial statements will be subjected to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole in a report combined with our auditor's report on the financial statements:

1. Schedule of expenditures of federal awards and state financial assistance.

We will also prepare the Organization's federal information return (Form 990) for the year ended June 30, 2021.

### **Audit Objectives**

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on:

- Internal control over financial reporting and compliance with the provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.



- Internal control over compliance related to major programs/projects and an opinion (or disclaimer of opinion) on compliance with federal and state statutes, regulations, and the terms and conditions of federal awards and state projects that could have a direct and material effect on each major program/project in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and the Florida Single Audit Act and Chapter 10.650, *Rules of the Auditor General*.

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will include a paragraph that states that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and (2) the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The Uniform Guidance and Chapter 10.650, *Rules of the Auditor General* report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*. Both reports will state that the report is not suitable for any other purpose.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; the provisions of the Uniform Guidance; and the Florida Single Audit Act and Chapter 10.650, *Rules of the Auditor General* and will include tests of accounting records, a determination of major program(s)/project(s) in accordance with the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, and other procedures we consider necessary to enable us to express such an opinion. We will issue written reports upon completion of our Single Audit. Our reports will be addressed to the Board of Directors of Early Learning Coalition of Broward, Inc. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or issue reports, or we may withdraw from this engagement.

### **Audit Procedures-General**

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the Organization or to acts by management or employees acting on behalf of the Organization. Because the determination of waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, an unavoidable risk exists that some material misstatements or noncompliance may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs/projects. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from the Organization's attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; schedule of expenditures of federal awards and state financial assistance; federal award programs and state projects; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by generally accepted auditing standards.

#### **Audit Procedures-Internal Control**

Our audit will include obtaining an understanding of the Organization and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program and state project. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance or Chapter 10.650, *Rules of the Auditor General*.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, the Uniform Guidance, and Chapter 10.650, *Rules of the Auditor General*.

### Audit Procedures-Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the Organization's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance and Chapter 10.650, *Rules of the Auditor General* requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with applicable federal and state statutes, regulations, and the terms and conditions of federal state awards and state projects applicable to major programs/projects. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Compliance Supplement* and Florida State Projects Compliance Supplement and Chapter 10.650, *Rules of the Auditor General* for the types of compliance requirements that could have a direct and material effect on each of the Organization's major programs/projects. For federal programs and state projects that are included in the Compliance Supplement, our compliance and internal control procedures will relate to the compliance requirements that the 2019 Compliance Supplement identifies as being subject to audit. The purpose of these procedures will be to express an opinion on the Organization's compliance with requirements applicable to each of its major programs/projects in our report on compliance issued pursuant to the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*.

### Other Services

We will prepare the Organization's federal information returns for the year ended June 30, 2021 based on information provided by you. We will also assist in preparing the financial statements, schedule of expenditures of federal awards and state financial assistance, and related notes of the Organization in conformity with U.S. generally accepted accounting principles and the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General* based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*.

We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statements, schedule of expenditures of federal awards and state financial assistance, related notes and tax services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the tax return, but management must make all decisions with regard to those matters.

CPA's

## Management Responsibilities

Management is responsible for (1) designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including internal controls over federal awards and state projects, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards and state financial assistance, and all accompanying information in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations (including federal and state statutes) and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

Management is also responsible for making all financial records and related information available to us, and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, (3) additional information that we may request for the purpose of the audit, and (4) unrestricted access to persons within the organization from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Organization involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Organization received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the Organization complies with applicable laws, regulations, contracts, agreements, and grants. Management is also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements, or abuse that we report. Additionally, as required by the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*, it is management's responsibility to evaluate and monitor noncompliance with federal and state statutes, regulations, and the terms and conditions of federal awards and state projects, take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings, promptly follow up and take corrective action on reported audit findings and to prepare a summary schedule of prior audit findings and a separate corrective action plan.

You are responsible for identifying all federal awards and state projects received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards and state financial assistance (including notes and noncash assistance received) in conformity with the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*. You agree to include our report on the schedule of expenditures of federal awards and state financial assistance in any document that contains and indicates that we reported on the schedule of expenditures of federal awards and state financial assistance. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of federal awards and state financial assistance that includes our report thereon. Your responsibilities include acknowledging to us in the representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards and state financial assistance in accordance with the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*; (2) you believe the schedule of expenditures of federal awards and state financial assistance, including its form and content, is stated fairly in accordance with the Uniform Guidance and Chapter 10.650, *Rules of the Auditor General*; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards and state financial assistance.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the tax services, financial statements, schedule of expenditures of federal awards and state financial assistance, related notes, and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter the tax services provided and our assistance with preparation of the financial statements, schedule of expenditures of federal awards and state financial assistance, and related notes and that you have evaluated the adequacy of our services and have reviewed and approved the results of the services, the financial statements, schedule of expenditures of federal awards and state financial assistance, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

### **Engagement Administration, Fees, and Other**

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to electronically submit the reporting package (including financial statements, schedule of expenditures of federal awards and state financial assistance, summary schedule of prior audit findings, auditors' reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. If applicable, we will provide copies of our report for you to include with the reporting package you will submit to pass-through entities. The Data Collection Form and the reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditor's reports or nine months after the end of the audit period.

SOUTH FLORIDA BUSINESS JOURNAL

We will provide copies of our reports to the Organization; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Keefe McCullough and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals, will be made available upon request and in a timely manner to the Florida Auditor General or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Keefe McCullough personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

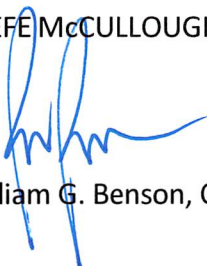
The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by a state or Federal agency. If we are aware that a federal and state awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

Our fee for auditing services described in this letter will be \$ 26,750 and the fee for the preparation of IRS form 990 will be \$ 2,750. Work is assigned, according to its complexity, to the appropriate member of our staff. An invoice for the services provided will be presented at the completion of the engagement or at the end of each semi-monthly period, whichever occurs first. Payment of our invoice is due when rendered. If our time charges are less than the estimated fee above, our fee will be adjusted downward accordingly. If circumstances arise indicating the time expended and/or to be expended will be in excess of the time covered by our estimated fee above, we will immediately consult with you to discuss the reasons and resulting estimated added fee.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very Truly Yours,

KEEFE McCULLOUGH



William G. Benson, C.P.A.

CPA's + ACCOUNTANTS + BUSINESS

RESPONSE:

This letter correctly sets forth the understanding of Early Learning Coalition of Broward, Inc.

\_\_\_\_\_  
Management signature

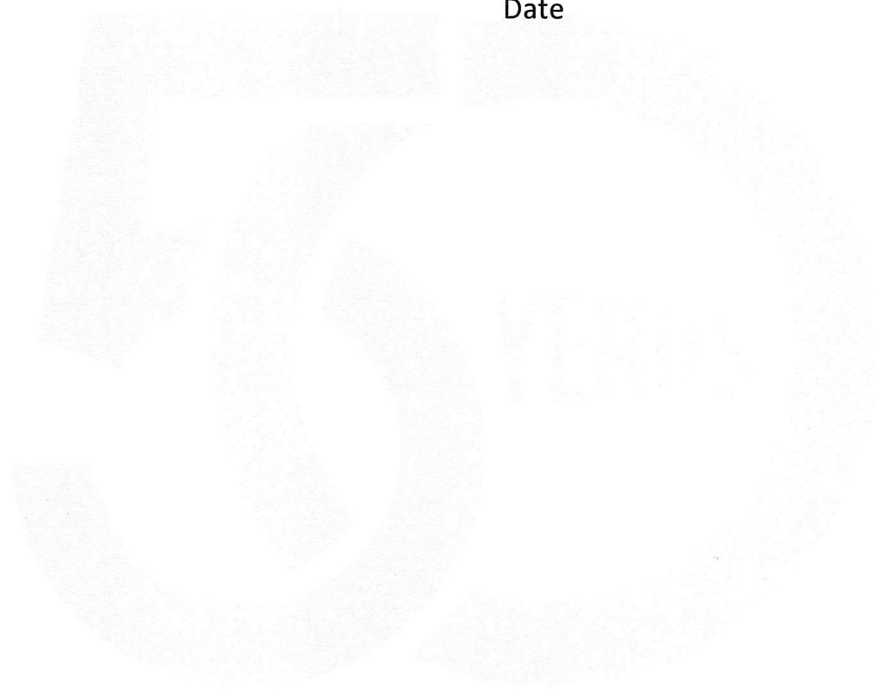
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Date



CPA's + Trusted Advisors



June 30, 2021

Ms. Christine Klima, Chief Administrative Officer  
Early Learning Coalition of Broward, Inc. Retirement Plan  
1475 West Cypress Creek Road, #301  
Ft. Lauderdale, FL 33309

Dear Christine:

We are pleased to confirm our understanding of the services we are to provide for Early Learning Coalition of Broward, Inc. Retirement Plan (the "Plan") for the year ended December 31, 2021 in connection with its annual reporting obligation under the Employee Retirement Income Security Act of 1974 (ERISA).

### Audit Scope and Objectives

Except as described below, we will audit the financial statements of the Plan, an employee benefit plan subject to the Employee Retirement Income Security Act of 1974 (ERISA), as permitted by ERISA Section 103(a)(3)(C). The financial statements comprise the statement of net assets available for benefits as of December 31, 2021, and the related statement of changes in net assets available for benefits for the year then ended, and the disclosures (collectively, the "financial statements"). We will also report on the supplemental schedules of the Plan for the year ended December 31, 2021. The following supplementary information accompanying the financial statements, as applicable, will be subjected to the auditing procedures applied in our audit of the financial statements and certain additional procedures:

1. Assets (Held at End of Year) and Assets (Acquired and Disposed of Within Year).
2. Loans or Fixed Income Obligations in Default or Classified as Uncollectible.
3. Reportable Transactions.
4. Nonexempt Transactions.
5. Delinquent Participant Contributions.

These financial statements and supplemental schedules are required to be included in the Plan's Form 5500 filing with the Employee Benefits Security Administration (EBSA) of the Department of Labor (DOL).

Except as described in the following paragraph, the objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America (GAAP). Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in the United States of America (GAAS) will always detect a material misstatement when it exists.



Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements. You have determined it is permissible in the circumstances and elected to have the audits of the Plan's financial statements performed in accordance with ERISA Section 103(a)(3)(C) pursuant to 29 CFR 2520.103-8 of the DOL's Rules and Regulations for Reporting and Disclosure under ERISA. As permitted by ERISA Section 103(a)(3)(C), our audit need not extend to any statements or information related to assets held for investment of the Plan (investment information) by The Variable Annuity Life Insurance Company, the custodian, which is a bank or similar institution or insurance carrier that is regulated, supervised, and subject to periodic examination by a state or federal agency, that prepared and certified the statements or information regarding assets so held in accordance with 20 CFR 2520.103-5. Our audit will not extend to the certified investment information, except for obtaining and reading the certification, comparing the certified investment information with the related information presented and disclosed in the financial statements and supplemental schedule(s), and reading the disclosures relating to the certified investment information to assess whether they are in accordance with the presentation and disclosure requirements of accounting principles generally accepted in the United States of America. Accordingly, the objective of an ERISA Section 103(a)(3)(C) audit is not to express an opinion about whether the financial statements as a whole are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America.

#### **Auditor's Responsibilities for the Audit of the Financial Statement**

Except as described above, we will conduct our audit in accordance with GAAS and will include tests of your accounting records and other procedures we consider necessary, except that assets and related transactions certified by the custodian will not be tested. As part of an audit in accordance with GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations, including prohibited transactions with parties in interest or other violations of ERISA rules and regulations, that are attributable to the Plan or to acts by management or employees acting on behalf of the Plan.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS, except as previously noted. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential and will include prohibited transactions in the supplemental schedule of nonexempt transactions as required by the instructions to Form 5500. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will obtain an understanding of the Plan and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. Accordingly, we will express no such opinion. However, during the audit, we will communicate to you and those charged with governance internal control related matters that are required to be communicated under professional standards.

We have identified the following significant risk(s) of material misstatement as part of our audit planning:

- Management override of controls
- Plan amendments

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Plan's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and direct confirmation of investments, except those certified to by the custodian, and certain other assets and liabilities by correspondence with financial institutions, and other third parties. We will also request written representations from your attorneys as part of the engagement.

In addition, we will perform certain procedures directed at considering the Plan's compliance with applicable Internal Revenue Service (IRS) requirements for tax exempt status and ERISA plan qualification requirements. However, you should understand that our audit is not specifically designed for and should not be relied upon to disclose matters affecting plan qualifications or compliance with the ERISA and IRS requirements. If during the audit we become aware of any instances of any such matters or ways in which management practices can be improved, we will communicate them to you.

### Other Services

We will prepare the Plan's Form 5500, including required schedules, for the year ended December 31, 2020 based on information provided to you. After we have completed the Plan's Form 5500 and required schedules, we will authorize the Plan to include our auditor's report on the financial statements and supplemental schedules with the Plan's Form 5500 filing. We will also assist in preparing the financial statements of the Plan in conformity with accounting principles generally accepted in the United States of America based on information provided by you.

We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statement and Form 5500 services previously defined. We, in our sole professional judgement, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to the preparation of the Form 5500, but management must make all decisions with regard to those matters.

## Responsibilities of Management for the Financial Statements

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including monitoring ongoing activities; for the selection and application of accounting principles; for establishing an accounting and financial reporting process for determining appropriate value measurements; and for the preparation and fair presentation of the financial statements in conformity with the accounting principles generally accepted in the United States of America. You are also responsible for making drafts of financial statements, all financial records, and related information available to us and for the accuracy and completeness of that information including the completeness and accuracy of that information (including information from outside of the general and subsidiary ledgers).

You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the plan from whom we determine it necessary to obtain audit evidence. You are also responsible for maintaining a current plan instrument, including all plan amendments; and for administering the Plan and determining that the Plan's transactions that are presented and disclosed in the financial statements are in conformity with the Plan's provisions, including maintaining sufficient records with respect to each of the participants to determine the benefits due or which may become due to such participants. You are also responsible for determining whether (1) an ERISA Section 103(a)(3)(C) audit is permissible under the circumstances; (2) the investment information is prepared and certified by a qualified institution as described in 29 CFR 2520.103-8; (3) the certification meets the requirements in 29 CFR 2520.103-5; and (4) the certified investment information is appropriately measured, presented, and disclosure in accordance with the applicable financial reporting framework. You are also responsible for providing to us, prior to the dating of our report, a draft of the Plan's Form 5500 that is substantially complete. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the written management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Plan involving (1) Plan management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Plan received in communications from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the Plan complies with applicable laws and regulations. You are also responsible for the fair presentation of the supplemental schedules and the form and content of the financial statements and supplemental schedules in conformity with the DOL's Rules and Regulations for Reporting and Disclosure under ERISA. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon.

You agree to assume all management responsibilities for the nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, and/or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

**Engagement Administration, Fees, and Other**

We understand that your personnel will prepare schedules, analyses and all confirmations we request and will locate any invoices or other documents selected by us for testing.

The audit documentation for this engagement is the property of Keefe McCullough and constitutes confidential information. However, we may be requested to make certain audit documentation available to the U.S. Department of Labor pursuant to authority given to it by law. If requested, access to such audit documentation will be provided under the supervision of Keefe McCullough’s personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the U.S. Department of Labor. The U.S. Department of Labor may intend, or decide, to distribute the copies of information contained therein to others, including other governmental agencies.

Martha G. Parker, C.P.A. is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it.

Our fees for the services described in this letter are as follows:

<u>Year End</u>	<u>Annual Financial Audit</u>	<u>Preparation of IRS Tax Return (Form 5500)*</u>
December 31, 2021	\$ 10,300	\$ 2,000

\* if applicable

As noted above, the fee for the annual financial audit will not exceed \$ 10,300. The fee estimate is based on anticipated cooperation from personnel and the assumption that unexpected circumstances will not be encountered during the engagement. If significant additional time is necessary, we will keep you informed of any problems we encounter and our fees will be adjusted accordingly. An invoice for the services provided will be presented at the completion of the engagement or at the end of each semi-monthly billing period, whichever occurs first. Payment of our invoice is due when rendered.

**Reporting**

We will issue a written report upon completion of our audit of the Plan's financial statements. Our report will be addressed to the Plan Administrator and Custodian of the Plan. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to further modify our report or add an emphasis-of-matter or other-matter paragraph to our auditor’s report, or if necessary, withdraw from this engagement. If our report will include other modifications, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the engagement, we may decline to issue a report or withdraw from this engagement.

We appreciate the opportunity to be of service to the Plan and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Regards,

KEEFE McCULLOUGH



Martha G. Parker, C.P.A.

Acknowledgment:

Early Learning Coalition of Broward, Inc. Retirement Plan

\_\_\_\_\_  
Officer's signature

\_\_\_\_\_  
Officer's title

\_\_\_\_\_  
Date

ITEM/MEETING	B221FIN1 / BOARD
DATE:	September 13, 2021
SUBJECT:	FY 2021 Preliminary Financial Results (Unaudited) Pending 13 <sup>th</sup> Month Adjustments
FOR ACTION:	No
RECOMMENDED ACTION:	None FYI only
FINANCIAL IMPACT:	None
ELC STAFF LEAD	C. Klima

**Background:**

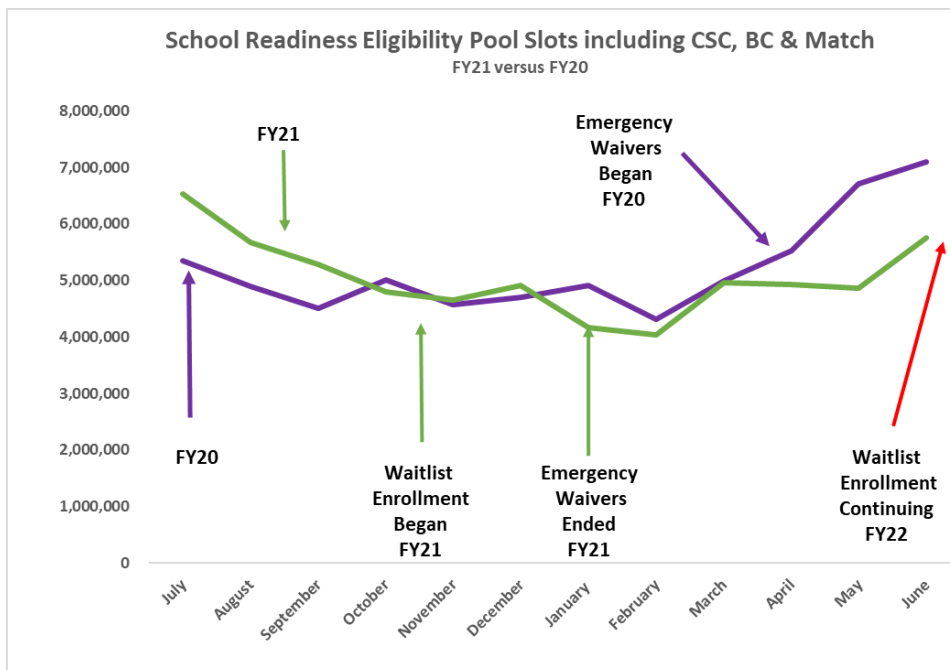
During the month of August following the end of each fiscal year, the ELC prepares preliminary financial results for the period just ended for information and discussion purposes only. Until the end of September, when the 13<sup>th</sup> month (and final) invoice is due to DEL, ELC’s books for fiscal year 2021 will remain open and material changes are still possible. After the final invoice to DEL is submitted, the information-gathering process for ELC’s annual audit begins and the auditors conduct their field work from October to November. Because of this lengthy timeline for closeout set by DEL, **the following analysis is preliminary only and not intended as a final report.**

**Current Status:** Financial Highlights of Fiscal Year 2021 (July 1, 2020 to June 30, 2021) include:

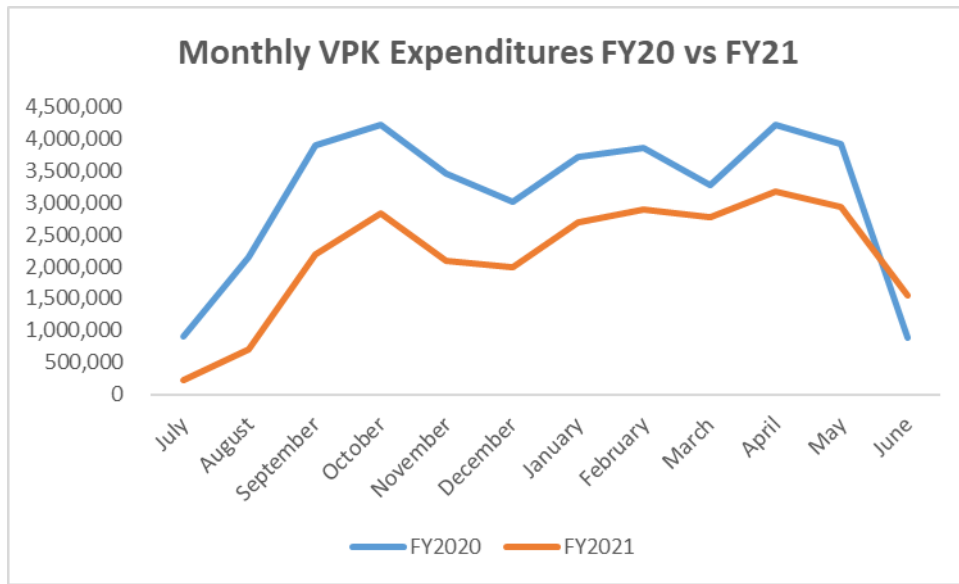
- 1. More than \$32 Million in New Pandemic Relief Initiatives Paid Directly to Providers and Families (Over \$37 million since June 2020)**

Pandemic Relief Special Initiatives	FY21	FY20	Two-Year Total
Stipends & Grants (CARES & CRSSA) State Initiatives	\$ 12,981,868	\$ 442,645	\$ 13,424,512
First Responders Slots and other support (CARES) State Initiative	12,794,220	2,562,400	15,356,621
Stipends & Grants (CCDF) <b>Local Broward Initiatives</b>	6,177,835	1,784,103	7,961,938
Books for Kids (Bookworms & others) <b>Local Broward Initiatives</b>	280,982	39,917	320,899
<b>Total</b>	<b>\$ 32,234,906</b>	<b>\$ 4,829,065</b>	<b>\$ 37,063,970</b>

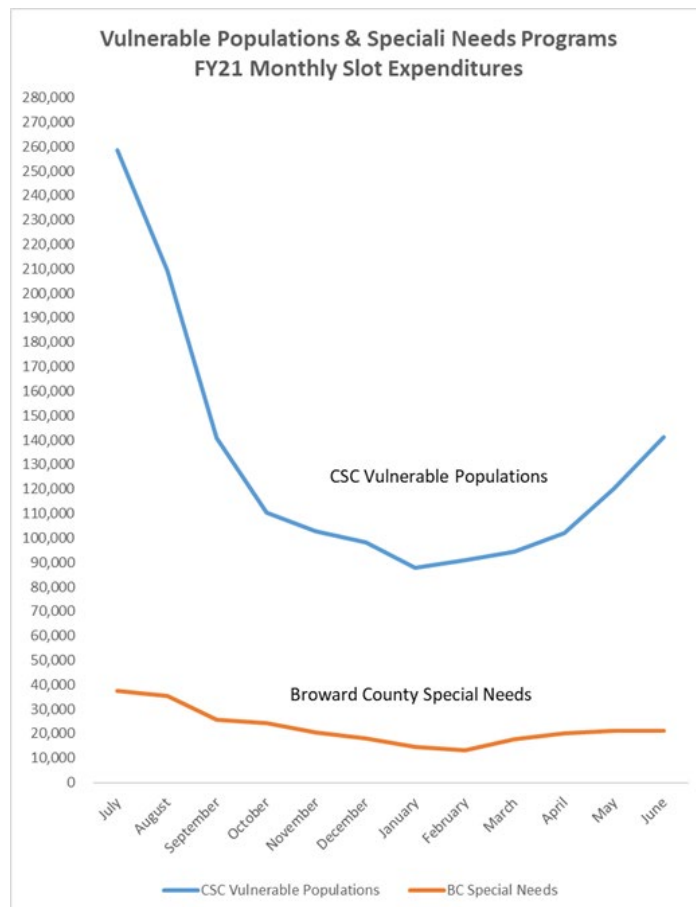
- 2. School Readiness slot expenditures were nearly on par with the prior year at 97%. This was due to the combined effect of pandemic emergency waivers winding down by December 2020 and ongoing waitlist enrollment throughout the year.**



3. **VPK slots were sharply lower (-31%) than prior year due to low enrollments during the pandemic. VPK enrollments are currently expected to return to near normal in FY22. However, the impact of the current surge in COVID-19 cases on both enrollment and attendance during the school year remain to be seen.**



4. **Locally fund slots for Vulnerable Populations and Special Needs slots were sharply lower than prior year. This resulted from the combined effect of: a) lower than normal attendance due to parent safety concerns; b) fewer CSC agency referrals as programs paused operations; and c) a steady pace of transfers to longer term funding in the School Readiness program. (Local program slots are a funder of last resort for School Readiness-eligible families). Both programs are expected to return to normal, or near normal enrollments during FY22.**



**5. Negotiations with Providers for EFS Mod Recovery Installment Plans Completed as of June 30**

- Approximately \$418K in overpayments were collected in full and \$333K were confirmed delinquent out of approximately \$2.5M total as of August 30, 2021
- The majority of installment plan repayments are scheduled to be completed by July 19, 2022.
- ELC Accounting staff are working on the final accounting analysis for all three affected fiscal years covering the period July 1, 2018 through June 3, 2021. The final report is due to DEL September 20, 2021

<b>EFS Mod Overpayment Recovery Status as of August 2021</b>		
<b>Status</b>	<b>Count of Providers</b>	<b>Overpayment Amount</b>
Zero Balance	338	N/A
Paid in Full	94	\$ 417,605
Installment Plan	173	1,719,729
Delinquent/Closed	45	333,173
<b>Total</b>	<b>650</b>	<b>\$ 2,470,507</b>

**6. Preliminary Year end results indicate a small deficit of \$4,644 due to non-cash depreciation:**

- Depreciation expense is not allowable by State and Federal funders, but is a financial statement requirement under Generally Accepted Accounting Principles (GAAP), which those same State and Federal funders require us to follow.
- Capital expenditures incurred in prior years were reimbursed in full in cash by DEL during the year of purchase, but the expense must be amortized as depreciation on the income statement over the useful life of the item, creating the appearance of a surplus during the first year and the appearance of a loss in later years.

**Supporting Documents:**

- Preliminary, Unaudited FY2021 Financial Statements pending 13<sup>th</sup> Month Adjustments for Discussion Only





## **Early Learning Coalition of Broward County, Inc.**

### **PRELIMINARY UNAUDITED FINANCIAL STATEMENTS FISCAL YEAR 2020-2021 For The Twelve Months Ended June 30, 2021 Pending 13th Month Adjustments**

Submitted to the Board for Discussion Purposes Only  
September 13, 2021

**Early Learning Coalition of Broward County, Inc.**  
**FY 2020-2021 Statement of Financial Position**  
**As of June 30, 2021**

	<b>June 30, 2021</b>	<b>June 30, 2020</b>
<b>Assets:</b>		
Cash	\$ 4,958,880	\$ 5,127,883
Grants Receivable	11,897,436	6,648,872
Accounts Receivable	181,284	1,503,420
Due From Providers	2,131,667	2,578,206
Prepaid Expense	206,043	175,065
Fixed Assets	13,262	17,178
<b>Total Assets</b>	<b>\$ 19,388,573</b>	<b>\$ 16,050,624</b>
 <b>Liabilities:</b>		
Accounts Payable	\$ 1,694,609	\$ 779,631
Salary & Benefits Payable	418,239	358,943
Compensated Absences	394,749	303,467
Rent Abatement	169,154	132,349
Due to Providers	14,404,278	11,595,383
Due to Other Agencies	1,773,778	2,559,296
Deferred Revenue	216,855	(0)
<b>Total Liabilities</b>	<b>\$ 19,071,661</b>	<b>\$ 15,729,068</b>
 <b>Net Assets</b>		
Unrestricted	316,912	321,556
<b>Total Net Assets</b>	<b>316,912</b>	<b>321,556</b>
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 19,388,573</b>	 <b>\$ 16,050,624</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2020-2021 Statement of Activities**  
**For The Month Ending June 30, 2021**

	June 2021 Actual	FY 2021 YTD Actual	FY 2020 YTD Actual
<b>Revenue</b>			
OEL School Readiness	\$ 10,782,444	\$ 63,843,463	\$ 60,212,391
OEL School Readiness Match	499,327	5,489,725	5,185,466
OEL Preschool Development Grant	7,944	872,935	265,519
OEL CARES/CRRSA	2,309,856	27,626,582	2,954,519
OEL - SR Program Assessments	-	-	114,480
OEL - Voluntary Pre-K	1,511,139	27,084,445	39,044,851
OEL - VPK Monitoring & Outreach	35,441	50,388	72,455
CSC - Income Eligible	1,539,378	4,730,452	5,725,342
CSC - Vulnerable Populations	(19,671)	1,729,713	3,951,231
Broward County- Match	217,232	1,902,150	2,141,397
Broward County - Special Needs	23,959	303,639	495,025
DCF Entrant	-	-	184,057
Univ of Florida Lastinger Ctr	6,750	49,900	38,530
Municipalities-SR Local Match	6,329	371,341	523,313
Learning Pods, 3Ts, BECE & Misc	125	290,328	73,671
<b>Total Revenue</b>	<b>\$ 16,920,252</b>	<b>\$ 134,345,061</b>	<b>\$ 120,982,247</b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
OEL School Readiness	\$ 3,760,063	\$ 48,792,133	\$ 49,831,921
OEL School Readiness Match	499,327	5,489,725	5,185,466
OEL CARES - First Responders	713,891	12,794,220	2,562,400
OEL - Voluntary Pre-K	1,554,949	26,044,058	37,543,126
CSC - Income Eligible	1,333,651	4,211,448	5,103,427
CSC - Vulnerable Populations	141,367	1,556,742	3,610,433
Broward County- Match	193,095	1,690,800	1,925,666
Broward County - Special Needs	21,297	269,901	469,544
DCF Entrant	-	-	162,911
Municipalities-SR Local Match	(27,941)	371,755	523,312
Learning Pods Funders Collaborative	-	206,000	-
Grants to Providers	7,339,892	19,159,703	2,226,747
<b>Total Child Care Slots and Incentives</b>	<b>\$ 15,529,591</b>	<b>\$ 120,586,486</b>	<b>\$ 109,144,953</b>
<b>Sub Recipient Expense</b>			
School Board of Broward County	\$ -	\$ 1,192,800	\$ -
Children's Forum	5,161	72,739	438,903
211 Broward	49,671	455,193	427,750
<b>Total Sub Recipient Expense</b>	<b>\$ 54,832</b>	<b>\$ 1,720,732</b>	<b>\$ 866,653</b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 1,036,400	\$ 10,269,428	\$ 9,335,956
Attorneys	12,315	62,127	68,400
Auditors	-	31,000	33,480
Temporary Staff	2,697	2,697	12,085
Consultants	27,325	185,427	155,781
Staff & Board Travel	2,533	10,460	64,739
Insurance	3,356	34,155	19,833
Office Rent & Maintenance	40,380	432,396	428,257
Office Machines & Storage	767	8,545	12,152
Software Licences	17,531	194,325	142,271
Internet, Email, Website, Phones	9,295	101,141	88,514
Cell Phones	4,388	55,444	63,104
Sponsorships & Memberships	1,850	46,984	55,449
Books for Kids	267,884	280,982	-
Other Operating Costs	15,648	281,674	374,810
Computer Equipment & Software	3,280	35,013	75,952
Furniture & Fixtures	-	6,773	19,525
Depreciation	3,916	3,915	3,916
<b>Total ELC Expense</b>	<b>\$ 1,449,564</b>	<b>\$ 12,042,487</b>	<b>\$ 10,954,224</b>
<b>Total Expenses</b>	<b>\$ 17,033,987</b>	<b>\$ 134,349,705</b>	<b>\$ 120,965,829</b>
<b>Change in net assets</b>	<b>\$ (113,736)</b>	<b>\$ (4,644)</b>	<b>\$ 16,418</b>
Net assets, beginning of year		321,556	305,138
<b>Net assets, end of the period</b>		<b>\$ 316,912</b>	<b>\$ 321,556</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2020-2021 Annual Budget to Actual by Month**  
**For The Period Ending June 30, 2021**  
**Detail**

	FY2021 Budget Amendment #5	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 64,021,633	\$ 63,843,463	\$ 178,170	100%	
OEL School Readiness Match	5,489,738	5,489,725	13	100%	
OEL Preschool Development Grant	844,332	872,935	(28,603)	103%	Adjust to FY22 carryforward
OEL - CARES/CRRSA First Resp & Grants	31,149,071	27,626,582	3,522,489	89%	Unused funds must be returned to DEL
OEL - Voluntary Pre-K	27,290,903	27,084,445	206,458	99%	
OEL - VPK Monitoring & Outreach	50,388	50,388	-	100%	
CSC - Income Eligible	3,592,850	4,730,452	(1,137,602)	132%	Adjustments to FY22 carryforward
CSC - Vulnerable Populations	1,767,850	1,729,713	38,137	98%	
Broward County- SR Match	1,977,564	1,902,150	75,414	96%	
Broward County - Special Needs	315,231	303,639	11,592	96%	
DCF Entrant	-	-	-	0%	
Univ of Florida Lastinger Ctr	43,150	49,900	(6,750)	116%	Additional award received
SR Local Match: United Way & Cities	375,000	371,341	3,659	99%	
Learning Pods, 3Ts, BECE & Misc	336,000	290,328	45,672	86%	BECE conference Virtual & lower fees
<b>Total Revenue</b>	<b>\$ 137,253,710</b>	<b>\$ 134,345,061</b>	<b>\$ 2,908,649</b>	<b>98%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 48,917,070	\$ 48,792,133	\$ 124,937	100%	
OEL School Readiness Match	5,489,738	5,489,725	13	100%	
OEL - CARES First Responders	12,407,317	12,794,220	(386,903)	103%	Allocation adjustment received
OEL - Voluntary Pre-K	26,241,253	26,044,058	197,195	99%	
CSC - Income Eligible	3,233,565	4,211,448	(977,883)	130%	Adjustments to FY22 carryforward
CSC - Vulnerable Populations	1,591,065	1,556,742	34,323	98%	
Broward County- SR Match	1,757,835	1,690,800	67,035	96%	
Broward County - Special Needs	280,205	269,901	10,304	96%	
DCF Entrant	-	-	-	0%	
Municipalities-SR Local Match	375,000	371,755	3,245	99%	
Learning Pods, 3Ts, BECE & Misc	206,000	206,000	-	100%	
Grants & Stipends to Providers	22,085,096	19,159,703	2,925,393	87%	Not all providers applied for grants
<b>Total Child Care Slots and Incentives</b>	<b>\$ 122,584,144</b>	<b>\$ 120,586,486</b>	<b>\$ 1,997,658</b>	<b>98%</b>	
<b>Sub Recipient Expense</b>					
School Board of Broward County	\$ 1,192,800	\$ 1,192,800	\$ -	100%	
Children's Forum	100,900	72,739	28,161	72%	13th Month invoice pending
211 Broward	462,000	455,193	6,807	99%	
<b>Total Sub Recipient Expense</b>	<b>\$ 1,755,700</b>	<b>\$ 1,720,732</b>	<b>\$ 34,968</b>	<b>98%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 10,100,922	\$ 10,269,428	\$ (168,506)	102%	Approaching fully staffed @YE
Attorneys	69,000	62,127	6,873	90%	
Auditors	42,500	31,000	11,500	73%	
Temporary Staff	-	2,697	(2,697)	0%	
Consultants	399,888	185,427	214,461	46%	CLASS Observations lower due to Covid
Staff & Board Travel & Training	15,921	10,460	5,461	66%	
Insurance	27,614	34,155	(6,541)	124%	Statewide trend to increase rates
Office Rent & Maintenance	445,680	432,396	13,284	97%	
Office Machines & Storage	10,085	8,545	1,540	85%	
Software Licenses	230,154	194,325	35,829	84%	
Internet, Email, Website, Phones	103,954	101,141	2,813	97%	
Cell Phones	50,000	55,444	(5,444)	111%	Hotspots & Phones for telework
Sponsorships & Memberships	47,950	46,984	966	98%	
Books for Kids	600,000	280,982	319,018	47%	
Other Operating Costs	233,803	281,674	(47,871)	120%	Hiring & Payroll Processing Fee Increases
Computer Equipment & Software	58,916	35,013	23,903	59%	
Furniture & Fixtures	11,542	6,773	4,769	59%	
Depreciation	-	3,915	(3,915)	0%	
Unallocated (Budget Only)	465,937	-	465,937	0%	
<b>Total ELC Expense</b>	<b>\$ 12,913,866</b>	<b>\$ 12,042,487</b>	<b>\$ 871,379</b>	<b>93%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 14,669,566</b>	<b>\$ 13,763,219</b>	<b>\$ 906,347</b>	<b>94%</b>	
<b>Total Expense</b>	<b>\$ 137,253,710</b>	<b>\$ 134,349,705</b>	<b>\$ 2,904,005</b>	<b>98%</b>	

**Early Learning Coalition of Broward County, Inc.**  
**FY 2020-2021 Annual Budget to Actual YTD**  
**For The Period Ending June 30, 2021**  
**Summary**

	FY2021 Budget Amendment #5	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 64,021,633	\$ 63,843,463	\$ 178,170	100%	
OEL School Readiness Match	5,489,738	5,489,725	13	100%	
OEL Preschool Development Grant	844,332	872,935	(28,603)	103%	Adjust to FY22 carryforward
OEL - CARES First Resp & Grants	31,149,071	27,626,582	3,522,489	89%	Unused funds must be returned to DEL
OEL - Voluntary Pre-K	27,290,903	27,084,445	206,458	99%	
OEL - VPK Monitoring & Outreach	50,388	50,388	-	100%	
CSC - Income Eligible	3,592,850	4,730,452	(1,137,602)	132%	Adjustments to FY22 carryforward
CSC - Vulnerable Populations	1,767,850	1,729,713	38,137	98%	
Broward County- SR Match	1,977,564	1,902,150	75,414	96%	
Broward County - Special Needs	315,231	303,639	11,592	96%	
Univ of Florida Lastinger Ctr	43,150	49,900	(6,750)	116%	Additional award received
SR Local Match: United Way & Cities	375,000	371,341	3,659	99%	
Learning Pods, 3Ts, BECE & Misc	336,000	290,328	45,672	86%	BECE conference Virtual & lower fees
<b>Total Revenue</b>	<b>\$ 137,253,710</b>	<b>\$ 134,345,061</b>	<b>\$ 2,908,649</b>	<b>98%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 48,917,070	\$ 48,792,133	\$ 124,937	100%	
OEL School Readiness Match	5,489,738	5,489,725	13	100%	
OEL - CARES First Responders	12,407,317	12,794,220	(386,903)	103%	Allocation adjustment received
OEL - Voluntary Pre-K	26,241,253	26,044,058	197,195	99%	
CSC - Income Eligible	3,233,565	4,211,448	(977,883)	130%	Adjustments to FY22 carryforward
CSC - Vulnerable Populations	1,591,065	1,556,742	34,323	98%	
Broward County- SR Match	1,757,835	1,690,800	67,035	96%	
Broward County - Special Needs	280,205	269,901	10,304	96%	
DCF Entrant	-	-	-	0%	
Municipalities-SR Local Match	375,000	371,755	3,245	99%	
Learning Pods, 3Ts, BECE & Misc	206,000	206,000	-	100%	
Grants & Stipends to Providers	22,085,096	19,159,703	2,925,393	87%	Not all providers applied for grants
<b>Total Child Care Slots and Incentives</b>	<b>\$ 122,584,144</b>	<b>\$ 120,586,486</b>	<b>\$ 1,997,658</b>	<b>98%</b>	
<b>Program Expense</b>					
School Board of Broward County	\$ 1,192,800	\$ 1,192,800	\$ -	100%	
Children's Forum	80,900	61,482	19,419	76%	13th Month invoice Pending
211 Broward	337,000	332,886	4,114	99%	
Eligibility, Payments & CCR&R	6,030,101	6,115,786	(85,685)	101%	Approaching fully staffed
Quality & Education	3,182,865	2,874,574	308,291	90%	
<b>Total Program Expense</b>	<b>\$ 10,823,666</b>	<b>\$ 10,577,528</b>	<b>\$ 246,138</b>	<b>98%</b>	
<b>Administrative Expense</b>					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	20,000	11,257	8,743	56%	13th Month invoice Pending
211 Broward	125,000	122,308	2,692	98%	
ELC Administration	3,700,900	3,052,127	648,773	82%	2.27%
<b>Total Administrative Expense</b>	<b>\$ 3,845,900</b>	<b>\$ 3,185,692</b>	<b>\$ 660,208</b>	<b>83%</b>	<b>2.37% of Revenues (All Admin)</b>
<b>Total Expenses</b>	<b>\$ 137,253,710</b>	<b>\$ 134,349,705</b>	<b>\$ 2,904,005</b>	<b>98%</b>	

ITEM#/MEETING	B221FIN2 / BOARD
MEETING DATE:	09/3/2021
SUBJECT:	July 2021 Interim Financial Statements
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve July 2021 Interim Financial Statements, Pending Approval of an Annual Audit Performed by a Qualified Independent Certified Public Accountant</b>
FINANCIAL IMPACT:	None
AS RECOMMENDED	Finance Committee

**Background Information:**

The Interim Financial Statements for the one-month period ending July 31, 2021 are attached for review. Financial Highlights for the month of July 2021 are as follows:

**1. Overall**

ELC opened the 2021-2022 fiscal year fully enrolled for School Readiness with nearly 12,000 children enrolled following eight months of open enrollment that began last November and will continue through fiscal year 2022.

**School Readiness** expenditures are slightly above the 8.33% target for the month by .5%

**VPK Program** slot expenditures are on a normal trajectory at 2%. VPK programs begin in August and expenditures typically increase during the school year. VPK is funded by DEL to match actual usage each year and allocations are determined for each county by the State based on demographic analysis at an annual Statewide estimating conference.

**2. Expected New Revenues**

- **Statewide Funding for Waiting List Enrollments:** DEL will be making new allocations to the Coalitions from a \$72 million Statewide funding pool sometime after October to help Coalitions continue enroll new children from the waiting list. At approximately 3,000 children, Broward’s is the largest School Readiness waiting list in the State and represents more than 17% of the Statewide total. DEL has not yet announced exactly how much each Coalition will receive or whether there will be special rules or restrictions with the funding. In FY21, Broward received \$9.8M from a \$60M pool.
- **Statewide Funding for Provider Reimbursement Rate Increases:** DEL will be allocating \$100 million in one-time funds to Coalitions statewide to fully fund an increase to provider rates that went into effect during FY21. In January 2021, DEL implemented a Statewide rate increase that raised the Infant reimbursement rate up to the Federal target and other non-school aged rates up to 75-85% of the target. Broward received approximately \$2M to fund the increase from January to June 2021. In FY22 Broward anticipates receiving approximately \$4 million to fund the change for a full twelve months. However, DEL has not yet formed the workgroup it needs to develop a methodology for allocating the funds and the timeline for decision-making on this new funding is not yet known. In July 2021, Broward further raised all non-infant, non-school-aged rates to 90% of Federal target through a locally approved initiative using existing State and local funding allocations.

**Summary:**

Staff and Finance Committee recommend that the Board approve the July 2021 interim financial statements.

**Supporting Documents:**

- July 2021 Interim Financial Statements



## **Early Learning Coalition of Broward County, Inc.**

### **INTERIM FINANCIAL STATEMENTS FISCAL YEAR 2021-2022 For The Month Ended July 31, 2021**

**Submitted to the Board**

**September 13, 2021**

**As Recommended by the Finance Committee on August 31, 2021**

**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Statement of Financial Position**  
**As of July 31, 2021**

	<b>July 31, 2021</b>	<b>July 31, 2020</b>
<b>Assets:</b>		
Cash	\$ 1,234,907	\$ 14,573,931
Grants Receivable	20,535,627	16,593,391
Accounts Receivable	332,621	400,863
Due From Providers	1,952,256	70,335
Prepaid Expense	166,284	101,047
Fixed Assets	13,262	17,178
<b>Total Assets</b>	<b>\$ 24,234,957</b>	<b>\$ 31,756,745</b>
 <b>Liabilities:</b>		
Accounts Payable	\$ 1,675,443	\$ 2,979,098
Salary & Benefits Payable	38,679	40,470
Compensated Absences	394,749	303,467
Rent Abatement	173,801	135,418
Due to Providers	7,704,966	13,475,656
Due to Other Agencies	1,773,778	55,687
Deferred Revenue	12,177,530	14,421,468
<b>Total Liabilities</b>	<b>\$ 23,938,945</b>	<b>\$ 31,411,264</b>
 <b>Net Assets</b>		
Unrestricted	296,012	345,482
<b>Total Net Assets</b>	296,012	345,482
 <b>Total Liabilities and Net Assets</b>	 <b>\$ 24,234,957</b>	 <b>\$ 31,756,745</b>



**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Statement of Activities**  
**For The Month Ending July 31, 2021**

	July 2021 Actual	FY 2022 YTD Actual	FY 2021 YTD Actual
<b>Revenue</b>			
OEL School Readiness	\$ 5,896,181	\$ 5,896,181	\$ 6,612,585
OEL School Readiness Match	464,331	464,331	240,058
OEL Preschool Development Grant	-	-	-
OEL CARES/CRRSA	-	-	5,225,015
OEL - SR Program Assessments	-	-	-
OEL - Voluntary Pre-K	841,627	841,627	347,194
OEL - VPK Monitoring & Outreach	-	-	3,519
CSC - Income Eligible	234,619	234,619	163,244
CSC - Vulnerable Populations	177,897	177,897	272,265
Broward County- Match	205,202	205,202	178,618
Broward County - Special Needs	25,093	25,093	42,327
DCF Entrant	-	-	-
Univ of Florida Lastinger Ctr	-	-	-
Municipalities-SR Local Match	35,208	35,208	-
Learning Pods, 3Ts, BECE & Misc	25	25	30,000
<b>Total Revenue</b>	<b>\$ 7,880,184</b>	<b>\$ 7,880,184</b>	<b>\$ 13,114,824</b>
<b>Expenses</b>			
<b>Child Care Slots and Incentives:</b>			
OEL School Readiness	\$ 5,071,951	\$ 5,071,951	\$ 5,980,362
OEL School Readiness Match	464,331	464,331	240,058
OEL CARES - First Responders	-	-	2,021,983
OEL - Voluntary Pre-K	736,573	736,573	228,604
CSC - Income Eligible	230,544	230,544	153,307
CSC - Vulnerable Populations	159,388	159,388	258,536
Broward County- Match	182,402	182,402	158,771
Broward County - Special Needs	22,305	22,305	37,624
DCF Entrant	-	-	-
Univ of Florida Lastinger Ctr	-	-	-
Municipalities-SR Local Match	35,208	35,208	30
Learning Pods Funders Collaborative	-	-	-
Grants to Providers	59,502	59,502	3,149,925
<b>Total Child Care Slots and Incentives</b>	<b>\$ 6,962,205</b>	<b>\$ 6,962,205</b>	<b>\$ 12,229,199</b>
<b>Sub Recipient Expense</b>			
School Board of Broward County	\$ -	\$ -	\$ -
Nova Southeastern University	-	-	-
Children's Forum	7,680	7,680	37,576
211 Broward	36,132	36,132	33,740
<b>Total Sub Recipient Expense</b>	<b>\$ 43,812</b>	<b>\$ 43,812</b>	<b>\$ 71,316</b>
<b>ELC Expense</b>			
Salaries & Benefits	\$ 761,351	\$ 761,351	\$ 661,633
Attorneys	6,308	6,308	3,249
Auditors	6,500	6,500	-
Temporary Staff	2,444	2,444	-
Consultants	3,880	3,880	275
Staff & Board Travel	4,684	4,684	170
Insurance	3,740	3,740	2,771
Office Rent & Maintenance	43,678	43,678	34,241
Office Machines & Storage	504	504	910
Software Licences	18,909	18,909	13,221
Internet, Email, Website, Phones	9,548	9,548	8,293
Cell Phones	4,383	4,383	4,424
Sponsorships & Memberships	1,845	1,845	2,646
Books for Kids	-	-	-
Other Operating Costs	20,652	20,652	56,825
Computer Equipment & Software	6,640	6,640	1,725
Furniture & Fixtures	-	-	-
Depreciation	-	-	-
<b>Total ELC Expense</b>	<b>\$ 895,066</b>	<b>\$ 895,066</b>	<b>\$ 790,383</b>
<b>Total Expenses</b>	<b>\$ 7,901,083</b>	<b>\$ 7,901,083</b>	<b>\$ 13,090,898</b>
<b>Change in net assets</b>	<b>\$ (20,899)</b>	<b>\$ (20,899)</b>	<b>\$ 23,927</b>
Net assets, beginning of year		316,912	321,555
<b>Net assets, end of the period</b>		<b>\$ 296,013</b>	<b>\$ 345,482</b>

**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Annual Budget to Actual by Month**  
**For The Period Ending July 31, 2021**  
**Detail**

	FY 2022 Budget	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 66,273,494	\$ 5,896,181	\$ 60,377,313	9%	\$13.8M still pending allocation
OEL School Readiness Match	5,489,738	464,331	5,025,407	8%	
OEL Preschool Development Grant	160,000	-	160,000	0%	Funding not yet awarded
OEL - CARES/CRRSA First Resp & Grants	-	-	-	0%	
OEL - SR Program Assessments	-	-	-	0%	
OEL - Voluntary Pre-K	40,290,903	841,627	39,449,276	2%	Classes begin in August
OEL - VPK Monitoring & Outreach	50,388	-	50,388	0%	Funding eliminated Statewide
CSC - Income Eligible	5,592,850	234,619	5,358,231	4%	Prior year adjustments pending
CSC - Vulnerable Populations	6,267,850	177,897	6,089,953	3%	Prior year adjustments pending
Broward County- SR Match	2,198,564	205,202	1,993,362	9%	Prior year adjustments pending
Broward County - Special Needs	665,231	25,093	640,138	4%	Prior year adjustments pending
Univ of Florida Lastinger Ctr	35,000	-	35,000	0%	Intermittant expenditures
SR Local Match: United Way & Cities	500,000	35,208	464,792	7%	
Learning Pods, 3Ts, BECE & Misc	100,000	25	99,975	0%	
<b>Total Revenue</b>	<b>\$ 127,624,018</b>	<b>\$ 7,880,184</b>	<b>\$ 119,743,834</b>	<b>6%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 53,766,096	\$ 5,071,951	\$ 48,694,145	9%	
OEL School Readiness Match	5,489,738	464,331	5,025,407	8%	
OEL - Voluntary Pre-K	38,741,253	736,573	38,004,680	2%	
CSC - Income Eligible	5,033,565	230,544	4,803,021	5%	Prior year adjustments pending
CSC - Vulnerable Populations	6,142,493	159,388	5,983,105	3%	Prior year adjustments pending
Broward County- SR Match	1,954,279	182,402	1,771,877	9%	Prior year adjustments pending
Broward County - Special Needs	591,316	22,305	569,011	4%	Prior year adjustments pending
University of Florida Lastinger Center	35,000	-	-	-	
Municipalities-SR Local Match	500,000	35,208	464,792	7%	
Learning Pods, 3Ts, BECE & Misc	-	-	-	0%	
Grants & Stipends to Providers	385,000	59,502	325,498	15%	INCENTIVE\$ & FOTA, Intermittant
<b>Total Child Care Slots and Incentives</b>	<b>\$ 112,638,741</b>	<b>\$ 6,962,205</b>	<b>\$ 105,641,536</b>	<b>6%</b>	
<b>Sub Recipient Expense</b>					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	100,900	7,680	93,220	8%	
211 Broward	462,000	36,132	425,868	8%	
<b>Total Sub Recipient Expense</b>	<b>\$ 562,900</b>	<b>\$ 43,812</b>	<b>\$ 519,088</b>	<b>8%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 11,976,253	\$ 761,351	\$ 11,214,902	6%	
Attorneys	90,000	6,308	83,692	7%	
Auditors	42,500	6,500	36,000	15%	Intermittant billing
Temporary Staff	-	2,444	(2,444)	0%	
Consultants	399,888	3,880	396,008	1%	
Staff & Board Travel & Training	75,000	4,684	70,317	6%	
Insurance	31,693	3,740	27,953	12%	Budget adjustment required
Office Rent & Maintenance	445,680	43,678	402,002	10%	Gulf Stream Reactived
Office Machines & Storage	10,085	504	9,581	5%	
Software Licenses	230,154	18,909	211,245	8%	
Internet, Email, Website, Phones	103,954	9,548	94,406	9%	
Cell Phones	50,000	4,383	45,618	9%	
Sponsorships & Memberships	47,950	1,845	46,105	4%	
Books for Kids	250,000	-	250,000	0%	
Other Operating Costs	233,803	20,652	213,151	9%	
Computer Equipment & Software	58,916	6,640	52,276	11%	Intermittant purchases
Furniture & Fixtures	11,542	-	11,542	0%	
Unallocated (Budget Only)	364,959	-	364,959	0%	
<b>Total ELC Expense</b>	<b>\$ 14,422,377</b>	<b>\$ 895,066</b>	<b>\$ 13,527,311</b>	<b>6%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 14,985,277</b>	<b>\$ 938,878</b>	<b>\$ 14,046,399</b>	<b>6%</b>	
<b>Total Expense</b>	<b>\$ 127,624,018</b>	<b>\$ 7,901,083</b>	<b>\$ 119,687,935</b>	<b>6%</b>	

**Early Learning Coalition of Broward County, Inc.**  
**FY 2021-2022 Annual Budget to Actual YTD**  
**For The Period Ending July 31, 2021**  
**Summary**

	FY 2022 Budget	YTD Actual	Balance	% of Budget	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 66,273,494	\$ 5,896,181	\$ 60,377,313	9%	\$13.8M still pending allocation
OEL School Readiness Match	5,489,738	464,331	5,025,407	8%	
OEL Preschool Development Grant	160,000	-	160,000	0%	Funding not yet awarded
OEL - CARES First Resp & Grants	-	-	-	0%	
OEL - SR Program Assessments	-	-	-	0%	
OEL - Voluntary Pre-K	40,290,903	841,627	39,449,276	2%	Classes begin in August
OEL - VPK Monitoring & Outreach	50,388	-	50,388	0%	Funding eliminated Statewide
CSC - Income Eligible	5,592,850	234,619	5,358,231	4%	Prior year adjustments pending
CSC - Vulnerable Populations	6,267,850	177,897	6,089,953	3%	Prior year adjustments pending
Broward County- SR Match	2,198,564	205,202	1,993,362	9%	Prior year adjustments pending
Broward County - Special Needs	665,231	25,093	640,138	4%	Prior year adjustments pending
Univ of Florida Lastinger Ctr	35,000	-	35,000	0%	Intermittant expenditures
SR Local Match: United Way & Cities	500,000	35,208	464,792	7%	
Learning Pods, 3Ts, BECE & Misc	100,000	25	99,975	0%	
<b>Total Revenue</b>	<b>\$ 127,624,018</b>	<b>\$ 7,880,184</b>	<b>\$ 119,743,834</b>	<b>6%</b>	
<b>Expense</b>					
<b>Child Care Slots and Incentives</b>					
OEL School Readiness	\$ 53,766,096	\$ 5,071,951	\$ 48,694,145	9%	
OEL School Readiness Match	5,489,738	464,331	5,025,407	8%	
OEL - CARES First Responders	-	-	-	0%	
OEL - Voluntary Pre-K	38,741,253	736,573	38,004,680	2%	
CSC - Income Eligible	5,033,565	230,544	4,803,021	5%	Prior year adjustments pending
CSC - Vulnerable Populations	6,142,493	159,388	5,983,105	3%	Prior year adjustments pending
Broward County- SR Match	1,954,279	182,402	1,771,877	9%	Prior year adjustments pending
Broward County - Special Needs	591,316	22,305	569,011	4%	Prior year adjustments pending
DCF Entrant	-	-	-	0%	
Univ of Florida Lastinger Ctr	35,000	-	-	-	
Municipalities-SR Local Match	500,000	35,208	464,792	7%	
Learning Pods, 3Ts, BECE & Misc	-	-	-	0%	
Grants & Stipends to Providers	385,000	59,502	325,498	15%	INCENTIVES & FOTA, Intermittant
<b>Total Child Care Slots and Incentives</b>	<b>\$ 112,638,741</b>	<b>\$ 6,962,205</b>	<b>\$ 105,641,536</b>	<b>6%</b>	
<b>Program Expense</b>					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	80,900	6,611	74,289	8%	
211 Broward	337,000	24,044	312,956	7%	
Eligibility, Payments & CCR&R	6,762,369	455,400	6,306,969	7%	
Quality & Education	3,495,336	191,871	3,303,465	5%	
<b>Total Program Expense</b>	<b>\$ 10,675,605</b>	<b>\$ 677,927</b>	<b>\$ 9,997,678</b>	<b>6%</b>	
<b>Administrative Expense</b>					
School Board of Broward County	\$ -	\$ -	\$ -	0%	
Children's Forum	20,000	1,069	18,931	5%	
211 Broward	125,000	12,087	112,913	10%	
ELC Administration	4,164,672	247,795	3,916,877	6%	3.1% of Revenues (ELC only)
<b>Total Administrative Expense</b>	<b>\$ 4,309,672</b>	<b>\$ 260,951</b>	<b>\$ 4,048,721</b>	<b>6%</b>	<b>3.3% of Revenues (All Admin)</b>
<b>Total Expenses</b>	<b>\$ 127,624,018</b>	<b>\$ 7,901,083</b>	<b>\$ 119,722,935</b>	<b>6%</b>	

ITEM#/MEETING	B221FIN3 / BOARD
MEETING DATE:	09/13/21
SUBJECT:	FY 2022 Budget Amendment #1
FOR ACTION:	YES
RECOMMENDED ACTION:	<b>Approve FY2022 Budget Amendment #1</b>
AS RECOMMENDED BY:	Finance Committee
FINANCIAL IMPACT:	\$2,718,744 Net Decrease to Revenue and Expense

**Background Information:**

In June 2021, the Board approved a preliminary annual budget that reflected estimated revenues and expenditures pending receipt of actual grant award letters from funders. During July, the Division of Early Learning (DEL) issued some, but not all of the expected notices of award for FY2022. In addition, ELC has received updated budget information from the Children’s Services Council (CSC) and Broward County for contracts that will be renewed or extended starting in October 2021. The annual budget has been amended to reflect these and other proposed changes.

**Current Status:** Key changes and updates Included in FY2022 Budget Amendment #1 are as follows:

**1. Revenue:**

***\$218,796 Net decrease to DEL funding allocations for FY22***

- DEL reduced Broward’s proportionate share allocation from the Statewide Match funding pool by approximately \$109K after Miami-Dade and Palm Beach submitted significantly increased match fund applications for FY22. DEL distributes the dollar for dollar match funds to all Coalitions that apply according to the relative amount of match funding commitments secured. Small Coalitions are guaranteed a minimum of up to \$10K in dollar for dollar match, and individual Coalition annual increases are capped at 12%.
- Broward’s allowable carry-forward balance for FY21 Pre School Development Program for Mental Health training for providers was reduced by \$59K following reconciliation of expenditures in FY21. DEL will issue awards for carryforward funding once the 13<sup>th</sup> month reconciliation process is complete in September. DEL will also allow Coalitions to apply for additional FY22 PDG funding around the same time.
- DEL eliminated its small annual allocation for supplemental VPK administrative funding Statewide. Broward’s allocation for this funding has been reduced gradually over the past several years from over \$100K in FY17 down to \$50K in FY21 and now to zero in FY22. The allocation was previously carved out of DEL’s own operating allocation each year until it was eliminated altogether.

***\$1,274,229 Net decrease adjustment to reflect Vulnerable Population FY21 Contract extension allocation through December 31, 2021. Additional \$3 million allocation for FY22 Contract renewal on hold pending information on how expected Federal Stimulus funding will impact Broward’s system of care for Early Learning.***

- CSC has proposed exercising its contract option to extend ELC’s FY21 Vulnerable Populations contract for an additional three months through December 31, 2021 pending additional information about expected Federal Stimulus funding allocations and updated program enrollment information. Staff project that the program will underutilize approximately \$2.2 million by the original FY21 Contract expiration date of September 30. CSC has decided to roll the projected under-utilized funds forward through a contract extension until December 31, 2021. The CSC Board will then revisit the question about how best to deploy its \$3 million allocation for FY22 that is now held in abeyance. ELC is expected to receive large allocations of Federal Stimulus funding during FY22, but how and when these funds will affect Broward’s system of care remains unknown. CSC will remain flexible as more information becomes available. In the meantime, the current FY21 contract includes a provision allowing CSC to reallocate funds at its discretion to support other quality initiatives, such as the current stipend and background screen support proposals for ECE workforce relief discussed below.

## 2. Expenses:

### ***School Readiness Slot Expenditure Projections for Continued Open Enrollment from the Waitlist:***

Staff currently project that the current School Readiness program expenditure trajectory with continuous open enrollment could bring utilization approximately 2.5% higher than annual budget targets and could result in a year-end deficit of approximately \$1.6 million. See attached utilization projection for details. However, this early projection made at the start of the fiscal year will likely change over the next several months as DEL issues allocations currently pending for waitlist enrollment; continued funding for a prior year Statewide rate increase; and Federal Stimulus dollars that may free up some of ELC's operating funding for slots.

Additionally, staff anticipate that the rate of attrition will rise during the second quarter starting in September as a large number of families come due for re-determination in late fall each year. Attrition is currently projected at approximately 20% per month. New enrollments from the waitlist must replace attrition first before overall enrollment levels can rise, so staff will continue open enrollment from the waitlist throughout the year. At year end, if the currently projected deficit is realized, ELC will work with each of its funding partners, as appropriate, in order to make the program whole.

### ***Staff Request Budget Authority for the following proposed ECE workforce relief expenditures:***

- a. **\$178,312 Increase in DEL CCDF funding to Children's Forum Annual Sub Recipient Funding to fully fund and expand the INCENTIVE\$ wage supplement program for individual ECE educators.** In June 2021 the Board approved Children's Forum request to implement a new, higher stipend scale and a program eligibility change to encourage more Center Directors to participate along with their staff. The program rewards individual ECE educators for length of service and attainment of education goals with bi-annual wage supplements ranging from \$225 up to \$2,500. Children's Forum also assists participants to secure TEACH scholarships to help pay for qualifying, accredited coursework. Children's Forum is the sole licensee for the INCENTIVE\$ program in the state of Florida. The program has a proven track record for reducing child care employee turnover both in Florida and Nationwide. With this increase, ELC will update the Children's Forum Sub Recipient Agreement for a new 3-year contract cycle and supersede the contract extension currently in place.
- b. **\$265,000 earmark in CSC's Vulnerable Populations contract funding for stipends or other support newly-hired ECE staff.**
  - **\$175K Stipends for 40 Hour Training and Related Competency Exams:** Following budget authorization by the ELC Board, the ELC will provide stipends to help cover the cost of completion of the 40-hour training and related competency exams. Prospective students will complete an application, informing the ELC of which courses they are enrolling and whether they are in-person or online. Upon completion of pre-defined milestones, such as completing specified trainings targeting discipline and child behavior, the ELC will provide a fixed amount stipend, designed to cover the majority of the costs of the entire 40 hours.
  - **\$90K in Financial Support for Educator Background Screens:** Some applicants for ECE educator roles currently pay the cost of background screens themselves as a condition of employment. ELC hopes to remove this barrier to new employees starting jobs in Broward child care programs, by creating a mechanism to cover the cost of background screens as quickly as possible for as many applicants as possible. Staff estimates that the

current market rates for level II child care Livescan fingerprint background screens range from \$50 to \$130 per screen, depending on the vendor.

**3. Supporting Documents:**

- Draft FY2021 Budget Amendment #1 with comparison to last three years and current year actuals
- July Utilization Projections

# Proposed FY2022 Amendment #1 by Business Activity



**Revenue:**

	FY 2022	FY 2022	FY 2022	FY 2022	FY 2022
	Child Care Slots	Program Support Subsidized Child Care & CCR&R	Quality and Education Activities	Administration	Total Budget
OEL School Readiness	\$ 53,766,097	\$ 5,236,000	\$ 3,663,706	\$ 3,607,691	\$ 66,273,494
OEL School Readiness Match Pool	5,380,330	-	-	-	5,380,330
OEL Preschool Development Grant	-	-	95,950	5,050	101,000
OEL-CLASS Observations	-	-	-	-	-
OEL-CARES	-	-	-	-	-
OEL - Voluntary Pre-K	38,741,253	1,162,238	-	387,413	40,290,903
OEL - VPK Monitoring & Outreach	-	-	-	-	-
CSC - Income Eligible	5,033,565	419,464	-	139,821	5,592,850
CSC - Vulnerable Populations	2,374,897	254,509	265,000	74,216	2,968,621
Broward County- Income Eligible	1,954,279	183,214	-	61,071	2,198,564
Broward County - Special Needs	591,316	55,436	-	18,479	665,231
DCF Entrant	-	-	-	-	-
Univ of Florida Lastinger Ctr	-	-	35,000	-	35,000
Local Match: United Way & Cities	500,000	-	-	-	500,000
Learning Pods, 3 Ts, BECE & Misc	-	-	100,000	-	100,000
<b>Total Revenue</b>	<b>\$ 108,341,737</b>	<b>\$ 7,310,860</b>	<b>\$ 4,159,656</b>	<b>\$ 4,293,740</b>	<b>\$ 124,105,993</b>

**Expense:**

**Child Care Slots & Incentives**

OEL - School Readiness	\$ 53,766,097				\$ 53,766,097
OEL - School Readiness Match	5,380,330				5,380,330
OEL - CARES First Responders	-				-
OEL - Voluntary Pre-K	38,741,253				38,741,253
CSC - Income Eligible	5,033,565				5,033,565
CSC - Vulnerable Populations	2,374,897				2,374,897
Broward County-Income	1,954,279				1,954,279
Broward County - Special Needs	591,316				591,316
DCF Entrant	-				-
Local Match: United Way & Cities	500,000				500,000
Learning Pods Collaborative	-				-
Stipends & Grants to Providers	-		825,000		825,000
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 108,341,737</b>	<b>\$ -</b>	<b>\$ 825,000</b>	<b>\$ -</b>	<b>\$ 109,166,737</b>

**Sub Recipient Operating Expenses**

School Board of Broward County			\$ -		\$ -
Children's Forum			107,712	\$ 31,500	139,212
211 Broward		\$ 337,000		125,000	462,000
<b>Total Sub Recipient Operating</b>	<b>\$ -</b>	<b>\$ 337,000</b>	<b>\$ 107,712</b>	<b>\$ 156,500</b>	<b>\$ 601,212</b>

**ELC Operating Expenses**

Staff Costs		\$ 6,487,259	\$ 2,459,553	\$ 3,029,441	\$ 11,976,253
Attorneys		-	-	99,000	99,000
Auditors		-	-	42,500	42,500
Temporary Staff		9,344	-	40,656	50,000
Consultants		34,300	262,900	102,688	399,888
Staff & Board Travel		-	-	75,000	75,000
Insurance		26,922	7,533	7,962	42,418
Office Rent & Utilities		290,773	87,059	83,658	461,490
Office Machines & Storage		-	-	10,085	10,085
Software Licenses		41,045	46,290	142,820	230,154
Phones/Internet/Web Page		76,133	21,304	22,516	119,954
Cell Phones		-	-	50,000	50,000
Sponsorships & Memberships		-	-	47,950	47,950
Books for Kids		-	250,000	-	250,000
Fees, Supplies & Other Costs		18,011	-	215,792	233,803
Computers & Software		-	-	58,916	58,916
Furniture & Fixtures		-	-	11,542	11,542
Depreciation		-	-	-	-
Unallocated Budget Only		227	95,147	99,717	195,091
<b>Total ELC Operating</b>	<b>\$ -</b>	<b>\$ 6,984,015</b>	<b>\$ 3,229,786</b>	<b>\$ 4,140,244</b>	<b>\$ 14,354,044</b>

**Total ELC & Sub Recipient**

	\$ -	\$ 7,321,015	\$ 3,337,498	\$ 4,296,744	\$ 14,955,256
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<b>Total Expense</b>	<b>\$ 108,341,737</b>	<b>\$ 7,321,015</b>	<b>\$ 4,162,498</b>	<b>\$ 4,296,744</b>	<b>\$ 124,121,993</b>
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<b>Revenue Over Expense</b>	<b>\$ -</b>	<b>\$ (10,155)</b>	<b>\$ (2,842)</b>	<b>\$ (3,003)</b>	<b>\$ (16,000)</b>
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<b>Percent Total Expenses</b>	<b>87.29%</b>	<b>5.90%</b>	<b>3.35%</b>	<b>3.46%</b>	<b>100.00%</b>
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# Proposed FY2022 Budget Amendment #1 Three Year Comparison



	FY2020	FY21	FY22	FY22	+/-	
	FY2020 Actual	FY2021 Actual (13th Month Pending)	FY22 Preliminary Approved June 2021	FY22 Proposed Amendment #1	Change FY22 over FY21	
<b>Revenue:</b>						
OEL School Readiness	\$ 60,212,381	\$ 63,843,463	\$ 66,273,494	\$ 66,273,494	\$ -	
OEL School Readiness Match Pool	5,185,466	5,489,725	5,489,738	5,380,330	(109,408)	DEL changed award formula
OEL Preschool Development Grant	265,519	872,935	160,000	101,000	(59,000)	Match actual FY21 Carryforward
OEL-CLASS Observations	114,480	-	-	-	-	
OEL-CARES Pandemic Relief	2,954,519	27,626,582	-	-	-	CRSSA, ARPA funds Pending
OEL - Voluntary Pre-K	39,044,851	27,084,445	40,290,903	40,290,903	-	
OEL - VPK Monitoring & Outreach	72,455	50,388	50,388	-	(50,388)	Funding eliminated by DEL
CSC - Income Eligible	5,725,342	4,730,452	5,592,850	5,592,850	-	
CSC - Vulnerable Populations	3,951,231	1,729,713	4,242,850	2,968,621	(1,274,229)	FY21 allocation extending \$3M on hold
Broward County- Income Eligible	2,141,397	1,902,150	2,198,564	2,198,564	-	
Broward County - Special Needs	495,025	303,639	665,231	665,231	-	
DCF Entrant	184,057	-	-	-	-	
Univ of Florida Lastinger Ctr	38,530	49,900	35,000	35,000	-	
Local Match: United Way & Cities	523,313	371,341	500,000	500,000	-	
Learning Pods, 3 Ts, BECE & Misc	73,671	290,328	100,000	100,000	-	
<b>Total Revenue</b>	<b>\$ 120,982,237</b>	<b>\$ 134,345,061</b>	<b>\$ 125,599,018</b>	<b>\$ 124,105,993</b>	<b>\$ (1,493,025)</b>	
<b>Expense:</b>						
<b>Child Care Slots &amp; Incentives</b>						
OEL - School Readiness	\$ 49,831,906	\$ 48,792,133	\$ 53,766,096	\$ 53,766,097	\$ 0	
OEL - CCEP/ School Readiness Match	5,185,466	5,489,725	5,489,738	5,380,330	(109,408)	DEL changed award formula
OEL- CARES Pandemic Relief	2,562,400	12,794,220	-	-	-	CRSSA, ARPA funds pending
OEL - Voluntary Pre-K	37,543,126	26,044,058	38,741,253	38,741,253	-	
CSC - Income Eligible	5,103,427	4,211,448	5,033,565	5,033,565	-	
CSC - Vulnerable Populations	3,610,433	1,556,742	4,157,993	2,374,897	(1,783,096)	
Broward County- Income Eligible	1,925,666	1,690,800	1,954,279	1,954,279	-	
Broward County - Special Needs	469,544	269,901	591,316	591,316	-	
DCF Entrant Refugee Program	162,911	-	-	-	-	
Local Match: United Way & Cities	523,312	371,755	500,000	500,000	-	
Learning Pods Collaborative	-	206,000	-	-	-	
Stipends and Grants to Providers	2,576,747	19,159,703	420,000	825,000	405,000	\$140K INCENTIVES, \$265K 40 HRS
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 109,494,938</b>	<b>\$ 120,586,486</b>	<b>\$ 110,654,241</b>	<b>\$ 109,166,737</b>	<b>\$ (1,487,504)</b>	
<b>Sub Recipient Expense</b>						
School Board of Broward County	-	1,192,800	-	-	\$ -	
Children's Forum	\$ 88,903	72,739	100,900	139,212	38,312	INCENTIVES Add'l Program Support
211-Broward	427,750	455,193	462,000	462,000	-	
<b>Total Sub Recipient Expense</b>	<b>\$ 516,653</b>	<b>\$ 1,720,732</b>	<b>\$ 562,900</b>	<b>\$ 601,212</b>	<b>\$ 38,312</b>	
<b>ELC Expense</b>						
Salaries & Benefits	\$ 9,335,956	\$ 10,269,428	\$ 11,976,253	\$ 11,976,253	\$ 0	
Attorneys	68,400	62,127	90,000	99,000	9,000	ERISA Attorney 403B Compliance
Auditors	33,480	31,000	42,500	42,500	-	
Temporary Staff	12,085	2,697	-	50,000	50,000	Accounting & HR Temps
Consultants	155,781	185,427	399,888	399,888	-	
Staff & Board Travel	64,739	10,460	75,000	75,000	-	
Insurance	19,833	34,155	31,693	42,418	10,725	Insurance rate increase
Office Rent & Utilities	428,257	432,396	445,680	461,490	15,810	Gulf Stream lease reactivated
Office Machines & Storage	12,152	8,545	10,085	10,085	-	
Software Licences	142,271	194,325	230,154	230,154	-	
Internet & Phones	88,514	101,141	103,954	119,954	16,000	New phone system budget adjustment
Cell Phones	63,104	55,444	50,000	50,000	-	
Sponsorships & Memberships	49,680	46,984	47,950	47,950	-	
Books for Kids	75,978	280,982	250,000	250,000	-	
Other Operating Costs	304,605	35,013	233,803	233,803	-	
Computer Equipment & Software	75,952	6,773	58,916	58,916	-	
Furniture & Fixtures	19,525	3,915	11,542	11,542	-	
Depreciation	3,916	-	-	-	-	
Unallocated (Budget Only)	-	-	324,459	195,091	(129,368)	Misc. Unallocated
<b>Total ELC Expense</b>	<b>\$ 10,954,227</b>	<b>\$ 12,042,487</b>	<b>\$ 14,381,877</b>	<b>\$ 14,354,044</b>	<b>\$ (27,833)</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 11,470,880</b>	<b>\$ 13,763,219</b>	<b>\$ 14,944,777</b>	<b>\$ 14,955,256</b>	<b>\$ 10,479</b>	
<b>Total Expense</b>	<b>\$ 120,965,818</b>	<b>\$ 134,349,705</b>	<b>\$ 125,599,018</b>	<b>\$ 124,121,993</b>	<b>\$ (1,477,025)</b>	
<b>Revenue over Expense</b>	<b>\$ 16,419</b>	<b>\$ (4,644)</b>	<b>\$ -</b>	<b>\$ (16,000)</b>	<b>\$ (16,000)</b>	



# Proposed FY22 Amendment #1 vs Year to Date Actual



	FY22	July	Balance	%	
	FY22 Proposed Amendment #1	YTD Actual	Remaining Balance	% YTD Expenditures	Notes
<b>Revenue:</b>					
OEL School Readiness	\$ 66,273,494	\$ 5,896,181	\$ 60,377,313	9%	
OEL School Readiness Match Pool	5,380,330	464,331	4,915,999	9%	
OEL Preschool Development Grant	101,000	-	101,000	0%	Pending Allocations from DEL
OEL-CARES Pandemic Relief	-	-	-	0%	Pending Allocations from DEL
OEL - Voluntary Pre-K	40,290,903	841,627	39,449,276	2%	
CSC - Income Eligible	5,592,850	234,619	5,358,231	4%	
CSC - Vulnerable Populations	2,968,621	177,897	2,790,724	6%	
Broward County- Income Eligible	2,198,564	205,202	1,993,362	9%	
Broward County - Special Needs	665,231	25,093	640,138	4%	
Univ of Florida Lastinger Ctr	35,000	-	35,000	0%	Intermittent Expenditures
Local Match: United Way & Cities	500,000	35,208	464,792	7%	
Learning Pods, 3 Ts, BECE & Misc	100,000	25	99,975	0%	
<b>Total Revenue</b>	<b>\$ 124,105,993</b>	<b>\$ 7,880,184</b>	<b>\$ 116,225,809</b>	<b>6%</b>	
<b>Expense:</b>					
<b>Child Care Slots &amp; Incentives</b>					
OEL - School Readiness	\$ 53,766,097	\$ 5,071,951	48,694,146	9%	Slightly above 8.33% target
OEL - School Readiness Match	5,380,330	464,331	4,915,999	9%	
OEL- CARES First Responders	-	-	-	0%	
OEL - Voluntary Pre-K	38,741,253	736,573	38,004,680	2%	Classes begin in August
CSC - Income Eligible	5,033,565	230,544	4,803,021	5%	
CSC - Vulnerable Populations	2,374,897	159,388	2,215,509	7%	
Broward County- Income Eligible	1,954,279	182,402	1,771,877	9%	
Broward County - Special Needs	591,316	22,305	569,011	4%	
Local Match: United Way & Cities	500,000	35,208	464,792	7%	
Stipends and Grants to Providers	825,000	59,502	765,498	7%	
<b>Total Child Care Slots &amp; Incentives</b>	<b>\$ 109,166,737</b>	<b>\$ 6,962,205</b>	<b>\$ 102,204,532</b>	<b>6%</b>	
<b>Sub Recipient Expense</b>					
Children's Forum	139,212	7,680	131,532	6%	
211-Broward	462,000	36,132	425,868	8%	
<b>Total Sub Recipient Expense</b>	<b>\$ 601,212</b>	<b>\$ 43,812</b>	<b>\$ 557,400</b>	<b>7%</b>	
<b>ELC Expense</b>					
Salaries & Benefits	\$ 11,976,253	\$ 761,351	\$ 11,214,902	6%	
Attorneys	99,000	6,308	92,692	6%	
Auditors	42,500	6,500	36,000	15%	Intermittent invoices
Temporary Staff	50,000	2,444	47,556	0%	Intermittent purchases
Consultants	399,888	3,880	396,008	1%	FY22 activities begin in coming months
Staff & Board Travel	75,000	4,684	70,316	6%	
Insurance	42,418	3,740	38,677	9%	
Office Rent & Utilities	461,490	43,678	417,812	9%	
Office Machines & Storage	10,085	504	9,581	5%	
Software Licences	230,154	18,909	211,245	8%	
Internet & Phones	119,954	9,548	110,406	8%	
Cell Phones	50,000	4,383	45,618	9%	
Sponsorships & Memberships	47,950	1,845	46,105	4%	
Books for Kids	250,000	-	250,000	0%	Broward Bookworms FY22
Other Operating Costs	233,803	20,652	213,151	9%	
Computer Equipment & Software	58,916	6,640	52,276	11%	Intermittent purchases
Furniture & Fixtures	11,542	-	11,542	0%	
Unallocated (Budget Only)	195,091	-	195,091	0%	
<b>Total ELC Expense</b>	<b>\$ 14,354,044</b>	<b>\$ 895,066</b>	<b>\$ 13,458,978</b>	<b>6%</b>	
<b>Total Non-Slot Expense</b>	<b>\$ 14,955,256</b>	<b>\$ 938,878</b>	<b>\$ 14,016,378</b>	<b>6%</b>	
<b>Total Expense</b>	<b>\$ 124,121,993</b>	<b>\$ 7,901,083</b>	<b>\$ 116,220,910</b>	<b>6%</b>	

# SCHOOL READINESS 2 YEAR UTILIZATION FY 2021 -2022

**New Enrollments from Waitlist:**  
Open Monthly Enrollment to Replace Drops

**Funding Changes:**

**Assumptions:**  
Daily Average Cost forecast reflects current actual trends.  
All currently requested rate increases approved



## Fiscal Year 2020-21

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Provider Match	Net Billable
A	Jul-20	23	101%	11,173	-145	\$25.29	6,347,721	152,458	6,500,180	(43,871)	6,456,309
A	Aug-20	21	93%	11,345	+172	\$23.37	5,567,577	-	5,567,577	(48,565)	5,519,012
A	Sep-20	22	98%	10,923	-422	\$20.08	4,022,405	803,539	4,825,944	(50,627)	4,775,317
A	Oct-20	22	95%	10,557	-366	18.68	4,200,907	138,151	4,339,059	(40,649)	4,298,409
A	Nov-20	21	87%	10,070	-487	19.85	3,818,306	379,151	4,197,458	(47,479)	4,149,979
A	Dec-20	23	91%	10,099	+29	19.82	4,227,848	376,151	4,603,999	(38,641)	4,565,358
A	Jan-21	21	84%	10,007	-92	17.83	3,459,409	286,708	3,746,117	(28,079)	3,718,039
A	Feb-21	20	79%	10,251	+244	21.97	4,309,646	194,345	4,503,991	(33,513)	4,470,478
A	Mar-21	23	93%	10,893	+642	20.45	4,869,831	253,357	5,123,188	(41,995)	5,081,193
A	Apr-21	22	95%	11,063	+170	19.89	4,587,047	253,357	4,840,404	(52,575)	4,787,829
A	May-21	21	92%	11,257	+194	19.87	4,568,185	129,896	4,698,081	(34,779)	4,663,303
A	Jun-21	22	98%	11,670	+413	25.70	6,514,099	85,093	6,599,193	(47,191)	6,552,002
Average Enrollments (Baseline)				10,776						Projected Total	\$ 59,037,227
Increase to baseline FY21 over FY20				(578)						Budget	59,037,227
										<b>Surplus(Deficit)</b>	<b>\$ -</b>
										<b>CSC Carry-Over</b>	<b>\$ -</b>
										<b>Surplus(Deficit)</b>	<b>\$ -</b>
Increase to baseline FY21 over FY17				1,380	(FY17 Baseline= 9,396)						

## Fiscal Year 2021-22

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Provider Match	Net Billable
A	Jul-21	23	94%	11,538	-132	\$22.60	5,753,324	242,869	5,996,193	(42,782)	5,953,411
P	Aug-21	22	94%	11,549	+11	21.88	5,316,498	242,869	5,559,367	(40,927)	5,518,440
P	Sep-21	21	94%	11,559	+11	21.96	5,075,962	255,193	5,331,155	(39,066)	5,292,089
P	Oct-21	23	94%	11,570	+11	22.04	5,508,181	355,580	5,863,761	(42,787)	5,820,974
P	Nov-21	21	94%	11,580	+11	22.07	5,011,700	355,580	5,367,280	(39,066)	5,328,213
P	Dec-21	22	94%	11,591	+11	22.06	5,268,982	355,580	5,624,562	(40,927)	5,583,635
P	Jan-22	23	94%	11,601	+11	22.04	5,526,526	355,580	5,882,106	(42,787)	5,839,319
P	Feb-22	20	94%	11,612	+11	22.10	4,776,136	355,580	5,131,716	(37,206)	5,094,510
P	Mar-22	22	94%	11,622	+11	22.07	5,286,530	355,580	5,642,110	(40,927)	5,601,183
P	Apr-22	22	94%	11,633	+11	22.07	5,292,379	355,580	5,647,959	(40,927)	5,607,033
P	May-22	21	94%	11,643	+11	22.34	5,105,475	355,580	5,461,055	(39,901)	5,421,154
P	Jun-22	22	94%	11,654	+11	23.44	5,653,697	355,580	6,009,277	(44,425)	5,964,853
Average Enrollments (Baseline)				11,596						Projected Total	\$ 67,024,814
Increase to baseline FY21 over FY20				820						Budget	65,369,014
										<b>Surplus(Deficit)</b>	<b>\$ (1,655,801)</b>
										<b>CSC Carry-Over/Carry-Back as Needed</b>	<b>\$ -</b>
										<b>Surplus(Deficit) 2.5% Margin for Error</b>	<b>\$ (1,655,801)</b>
Increase to baseline FY21 over FY17				2,200	(FY17 Baseline= 9,396)						

## Fiscal Year 2022-23

Act or Proj	Month	Days of Care	Percent Days Used	Children Served	Children Served +/-	Ave Cost Per Day	School Readiness	Children's Services Council	Total Slots	Provider Match	Net Billable
P	Jul-21	21	94%	10,818	-836	\$22.79	4,833,194	344,464	5,177,658	(39,287)	5,138,371
P	Aug-21	23	94%	10,870	+53	22.66	5,319,656	344,464	5,664,120	(43,029)	5,621,091
P	Sep-21	22	94%	10,923	+53	22.72	5,115,553	344,464	5,460,017	(41,158)	5,418,859
P	Oct-21	22	94%	10,975	+53	22.80	5,042,351	462,031	5,504,381	(41,158)	5,463,224
P	Nov-21	22	94%	11,028	+53	22.77	5,061,896	462,031	5,523,927	(41,158)	5,482,769
P	Dec-21	22	94%	11,080	+53	22.78	5,090,785	462,031	5,552,816	(41,158)	5,511,658
P	Jan-22	22	94%	11,133	+53	22.79	5,119,673	462,031	5,581,704	(41,158)	5,540,546
P	Feb-22	20	94%	11,185	+53	22.81	4,640,859	462,031	5,102,889	(37,416)	5,065,473
P	Mar-22	23	94%	11,238	+53	22.74	5,416,622	462,031	5,878,653	(43,029)	5,835,624
P	Apr-22	20	94%	11,290	+53	22.84	4,694,207	462,031	5,156,238	(37,416)	5,118,822
P	May-22	23	94%	11,343	+53	22.97	5,530,007	462,031	5,992,038	(43,943)	5,948,095
P	Jun-22	22	94%	11,395	+53	23.71	5,482,936	462,031	5,944,966	(44,656)	5,900,310
Average Enrollments (Baseline)				11,106						Projected Total	\$ 66,044,843
Increase to baseline FY21 over FY20				(489)						Budget	66,043,927
										<b>Surplus(Deficit)</b>	<b>\$ (916)</b>
										<b>CSC Carry-Over</b>	<b>\$ -</b>
										<b>Surplus(Deficit)</b>	<b>\$ (916)</b>
Increase to baseline FY21 over FY17				1,710	(FY17 Baseline= 9,396)						

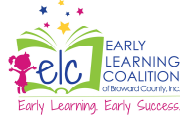
# LOCAL FUNDING UTILIZATION FY 2021-2022

## Children Services Council Vulnerable Population Contracts

**New Enrollments from Waitlist:**

Enroll per Mo: 25  
 Transfer to Sr/ Mo. 5 Avg  
 Age Out/Exit Care: 7 Avg  
 Rate Incr Effective 7/1/21

**Funding Changes:**



**Assumptions:**

Daily Average Cost forecast reflects current actual trends.  
 All currently requested rate increases approved

Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable	
A	Oct-20	22	197	-57	25.33	109,761		109,761	
A	Nov-20	22	205	+8	21.85	98,552		98,552	
A	Dec-20	21	185	-20	25.31	98,332		98,332	
A	Jan-21	23	148	-37	22.93	78,062		78,062	
A	Feb-21	20	162	+14	27.90	90,404		90,404	
A	Mar-21	22	157	-5	27.62	95,413		95,413	
A	Apr-21	21	168	+11	28.82	101,673		101,673	
A	May-21	23	203	+35	25.12	117,272		117,272	
A	Jun-21	21	231	+28	29.15	141,411		141,411	
							Projected Total	\$	930,879
							FY21 Renewal CSC Contract Year Budget	\$	2,712,049
							<b>Surplus(Deficit) End of ELC FY21</b>	\$	<b>1,781,170</b>
A	Jul-21	22	251	+20	28.88	159,452		159,452	
P	Aug-21	21	271	+20	31.62	179,972		179,972	
P	Sep-21	20	291	+20	31.62	184,052		184,052	
							Projected Total	\$	523,476
							FY22 First Quarter CSC Contract Year Budget		<b>904,016</b>
							<b>Surplus(Deficit) ELC FY22 Quarter 1</b>	\$	<b>380,540</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>2,161,711</b>
P	Oct-21	22	305	+14	31.62	212,197		212,197	
P	Nov-21	22	317	+12	31.62	220,546		220,546	
P	Dec-21	21	330	+13	31.62	219,154		219,154	
							Projected Total	\$	651,897
							<b>FY22 CSC Contract Extension Roll Forward</b>		<b>2,161,711</b>
							<b>Surplus(Deficit) ELC FY22 Quarter 2</b>	\$	<b>1,509,814</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	\$	<b>1,509,814</b>

# LOCAL FUNDING UTILIZATION FY 2021-2022

## Broward County Children Services Board Special Need Contract

**New Enrollments from Waitlist:**

Rate Incr Effective 7/1/21

**Funding Changes:**

FY21- \$350K Transferred to SubSided Contract

**Assumptions:**



Act or Proj	Month	Days of Care	Children Served	Children Served +/-	Ave Cost Per Day	Total Slots	Adjustments	Net Billable
A	Oct-20	22	41	-8	27.07	24,415		24,415
A	Nov-20	22	30	-11	31.22	20,603		20,603
A	Dec-20	21	30	+	28.65	18,047		18,047
A	Jan-21	23	25	-5	25.63	14,739		14,739
A	Feb-21	20	20	-5	32.94	13,175		13,175
A	Mar-21	22	22	+2	36.77	17,799		17,799
A	Apr-21	21	26	+4	37.15	20,283		20,283
A	May-21	23	25	-1	36.60	21,048		21,048
A	Jun-21	21	27	+2	37.56	21,297		21,297
							Projected Total	\$ 171,405
							FY21 SPN Contract Year Bud	\$ 206,455
							<b>Surplus(Deficit) End of ELC FY20</b>	<b>\$ 35,050</b>
A	Jul-21	22	28	+3	36.21	22,305		22,305
P	Aug-21	21	42	+14	37.08	32,707		32,707
P	Sep-21	20	56	+14	37.08	41,533		41,533
							Projected Total	\$ 96,545
							FY22 First Quarter SPN Contract Year Bud	\$ 68,818
							<b>Surplus(Deficit) ELC Quarter 1 FY21</b>	<b>\$ (27,727)</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	<b>\$ 7,323</b>
P	Oct-21	22	59	+17	37.08	48,133		48,133
P	Nov-21	22	62	+3	37.08	50,581		50,581
P	Dec-21	21	65	+3	37.08	50,618		50,618
P	Jan-22	23	68	+3	37.08	57,997		57,997
P	Feb-22	20	71	+3	37.08	52,657		52,657
P	Mar-22	22	74	+3	37.08	60,371		60,371
P	Apr-22	21	77	+3	37.08	59,963		59,963
P	May-22	23	79	+2	37.08	67,379		67,379
P	Jun-22	21	79	+	37.08	61,520		61,520
							Projected Total	\$ 509,220
							FY22 Renewal SPN Contract Year Bud	\$ 509,220
							<b>Surplus(Deficit) End of ELC FY20</b>	<b>\$ -</b>
P	Jul-22	22	79	+	37.08	64,450		64,450
P	Aug-22	21	79	+	37.08	61,520		61,520
P	Sep-22	20	79	+	37.08	58,591		58,591
							Projected Total	\$ 184,561
							FY23 First Quarter SPN Contract Year Bud	\$ 156,011.10
							<b>Surplus(Deficit) ELC Quarter 1 FY21</b>	<b>\$ (28,550)</b>
							<b>Total Surplus(Deficit) Life of Contract</b>	<b>\$ (28,550)</b>



<b>ITEM/MEETING</b>	B221RB1 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	ELC Bridge to ARP Funding – Workforce Initiative and Funding Proposal
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	<b>N/A</b>
<b>FINANCIAL IMPACT:</b>	TBD pending budget analysis (to be provided at meeting)
<b>ELC STAFF LEAD</b>	Renee Jaffe

**Background:**

In December 2020, Congress passed the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA), which was followed in March of 2021 by the American Rescue Plan Act (ARPA/ARP). Through these bills, the Federal Government is providing assistance to the Florida child care industry and families of young children to recover from the impact of COVID-19:

- \$635 million in CRRSA funding,
- \$1.5 billion in ARP-funded Child Care Stabilization Grants; and
- \$950 million in supplemental funding for CCDF activities also through ARP funding.

Together this funding presents a much needed opportunity to strengthen, support and build a more equitable and accessible child care system that meets families’ needs and preferences, professionalizes and appropriately compensates child care staff, and supports high-quality experiences that improve the school readiness of young children.

**Current Status:**

While CCRSA and ARP funding will provide an unprecedented opportunity to reform Florida’s Early Learning/Child Care system, the impact of COVID-19 on an already struggling industry continues to compound due to the slow rollout of CCRSA and ARP funding. Florida’s Division of Early Learning (DEL) began rolling out CRSSA funding through two grant initiatives, with the first in May 2021 and the second scheduled for September. However, the larger ARP Stabilization funding is not scheduled to rollout until January 2022, which will leave many child care small businesses wary of making long term changes as they struggle in between the two relief efforts.

As Broward child care small businesses wait for critically needed ARP funding, they are reporting great difficulty hiring qualified teaching staff for their classrooms. Due to the lack of available and/or qualified child care staff, some families are unable to enroll their child in a program of their choice because the program has insufficient staff to care for additional children (even though they have the licensed capacity to serve more children). Families must be placed on waitlists for care and/or find another child care provider with available classroom space and sufficient staffing.

In an effort to immediately address the county’s critical need to recruit, upskill and retain early learning child care staff, the ELC has devised a multipronged approach that will roll out immediately. The plan was devised after meeting with leadership at the County (including two Commissioners and representation from licensing) as well as the Children’s Services Council (CSC) to discuss a coordinated county plan and funding.

As you will see from the plan, the majority of initiatives will be funded by the ELC using existing funding or staffing resources however the plan does require local funding for the following efforts in the plan:

1. A grant opportunity for child care small businesses to raise staff wages (Funding request to Broward County & CSC)
2. The creation of a marketing campaign to help recruit and attract new child care staff (CSC has agreed to fund a portion of this campaign)

Additional details can be found in the full plan. All items requiring board approval or budget authority will be presented during the Finance Committee on August 31<sup>st</sup>.

**Supporting Documentation:**

- ELC Broward Child Care Workforce Relief Plan and Funding Request
- Article – Why did the child care teacher cross the road



## ELC Broward's Child Care Workforce Relief Initiative and Proposed Funding Request

### **Background:**

In December 2020, Congress passed the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA), which was followed in March of 2021 by the American Rescue Plan Act (ARPA/ARP). Through these bills, the Federal Government is providing assistance to the Florida child care industry and families of young children to recover from the impact of COVID-19:

- \$635 million in CRRSA funding,
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- \$950 million in supplemental funding for CCDF activities also through ARP funding.

Together this funding presents a much needed opportunity to strengthen, support and build a more equitable and accessible child care system that meets families' needs and preferences, professionalizes and appropriately compensates child care staff, and supports high-quality experiences that improve the school readiness of young children.

### **Issue:**

While CCRSA and ARP funding will provide an unprecedented opportunity to reform Florida's Early Learning/Child Care system, the impact of COVID-19 on an already struggling industry continues to compound due to the slow rollout of CCRSA and ARP funding. Florida's Division of Early Learning (DEL) began rolling out CCRSA funding through two grant initiatives, with the first in May 2021 and the second scheduled for September. However, the larger ARP Stabilization funding is not scheduled to rollout until January 2022, which will leave many child care small businesses wary of making long term changes as they struggle in between the two relief efforts.

As Broward child care small businesses wait for critically needed ARP funding, they are reporting great difficulty hiring qualified teaching staff for their classrooms. This was an issue long before the pandemic likely due to the often low wages of child care staff, driving many to find employment elsewhere. According to the biennial 2020 Early Childhood Workforce Index from the Center for the Study of Child Care Employment at the University of California, Berkeley, prior to Covid-19, the average child care staff earned just \$11.65 an hour (consistent with local data). Despite, this issue finding its way into the spotlight due to the pandemic, widespread child care staffing issues related to low wages (and potential health risks) persists and in many cases has become even worse.

Due to the lack of available and/or qualified child care staff, some families are unable to enroll their child in a program of their choice because the program has insufficient staff to care for additional children (even though they have the licensed capacity to serve more children). Families must be placed on waitlists for care and/or find another child care provider with available classroom space and sufficient staffing. Based on self-reports and data collected through a recent survey conducted by the ELC, child care centers are operating at an enrollment capacity of approximately 60%. Additionally, ELC staff conducted face-to-face discussions with 60 child care small businesses owners/directors, equally ranging in size. Of the entire group, approximately 70% of those interviewed were currently hiring staff with the average number of staff vacancies per site being 3.5. ELC is developing a new survey that will be part of the next CCRSA provider grant opportunity, in order to get a bigger sample size, get a better sense of optimal and "normal" child enrollment and staffing targets, and better understand provider's challenges and needs countywide. Results will be shared once available.

As you will see below, the ELC is prepared to take a multipronged approach to immediately address the county's critical need to recruit, upskill and retain early learning child care staff. However, we believe it is imperative that the priority and focus should be on increasing child care staff wages. None of the outlined efforts below will be successful or sustainable

without sufficient financial assistance to enable child care small businesses to increase and sustain the wages for child care staff needed to attract new and qualified staff.

**ELC Broward’s Response and Proposal Request:**

**1. Child Care Small Business Salary Increase Grants**

Cost: up to \$3,000,000

Proposed Funder: Broward County (using ARP funding) and/or CSC

Rollout Date: 10/1/2021

This funding would enable child care small businesses paying their child care staff less than \$15.00 per hour the ability to raise instructor wages to at least \$15.00 per hour. This grant opportunity would serve as a bridge between the upcoming CCRSA funding (which should be released within 2 weeks) and ARP funding which will likely not be released until early 2022.

Grant eligibility for those facilities paying their child care staff less than \$15.00 per hour, will include a requirement to use this funding to raise instructor wages to \$15.00 per hour. If a child care small business is already paying \$15.00 per hour or above and/or if there are unspent grant dollars (after raising wages), the grant funding could be used for the following:

- Sign-on/retention bonuses given at one month intervals for three months, not to exceed \$900 total;
- Onboarding/New Staff Training costs;
- PPE and other supplies

The Early Learning Coalition would model this grant opportunity after two of our recently released Covid-19 relief grant opportunities for all child care facilities in Broward which had similar response rates. We recommend the following structure based on license capacity with the largest awards capped at \$9,500 and then decreased proportionately with center size. The ELC will be required by Federal cost principals to allocate a minimal portion of the requested funds for program support (monitoring, outreach, etc). Total estimated expenditures would be approximately \$3M.

Proposed Salary Increase Grant Opportunity:

Capacity Range	# of estimated child care provider applicants	Percentage of the whole	Dollar Amount	Total Dollar Amount
0-12	42	10	\$1,500	\$63,000
13-20	2	0.01	\$3,500	\$7,000
21-74	107	25	\$5,500	\$588,500
75-149	169	39	\$7,500	\$1,267,500
150 +	114	26	\$9,500	\$1,083,000
<b>434 providers</b>			<b>Grand Total:</b>	<b>\$3,009,000</b>

**2. Educator Background Screenings**

Cost: \$90,000 (Pending Budget Authority of ELC Finance Committee and Board)

Proposed Funder: ELC Broward

Rollout Date: 9/15/2021

ELC will cover the cost of required level II Child Care background screens for up to approximately 1,000 ECE educators that are applying to work for (or currently working for) ELC-contracted child care providers located in Broward County.



ELC estimates that the current market rates for level II child care Livescan fingerprint background screens range from \$50 to \$85 per screen, depending on the vendor. Applicants for ECE educator roles and existing staff coming up for their 5-year renewals currently pay the cost of background screens themselves as a condition of employment. ELC proposes to remove this barrier to new employee entry and retention at Broward child care centers by covering the cost as quickly as possible for as many applicants and staff as possible using Federal stimulus dollars.

### **3. Marketing/Outreach Efforts to Attract New Child Care Staff (CSC) – Cost Unknown**

Part I: PR/Marketing/Outreach Campaign to Attract New Early Ed Staff

Proposed Funder: Children’s Services Counsel (CSC has agreed to fund a portion of this campaign)

Cost: Approximately \$20,000 - \$50,000

Rollout: 9/1/21

The Early Learning Coalition recognizes the workforce issues faced by the child care industry, and has already begun discussions with CareerSource to hold joint job fairs to assist child care small businesses with recruitment. While those conversations have begun and efforts are being coordinated (to begin in the very near future), ELC would like to partner with CSC in an effort to develop a robust Marketing and Outreach campaign to attract new individuals to join the child care industry.

The ELC is requesting CSC utilize its own funding and existing marketing relationships to develop marketing materials to launch a strong recruitment campaign to attract new talent to the child care industry. Additionally, the ELC would like to partner with the CSC to maximize outreach efforts and reach of the campaign. Options for consideration depending on funding could include the following options: Radio and TV ads, local newspapers/publications, billboards, bus wraps, social media, partnership with local colleges and high schools, and grass roots organizations.

Part II: ELC – Outreach and Online Educator Job Opportunity Webpage

Proposed Funder: ELC

Cost: \$0 (will use existing resources to launch)

Rollout: 9/1/2021

The ELC will create a dedicated page on the ELC website devoted to information about the child care industry and benefits of being an educator. Materials from the outreach campaign will be included along with information and videos for prospective employees, giving them an overview of expectations of working in a child care setting. Additionally, ELC staff will include postings from child care providers seeking staff. These postings will list at a minimum, job requirements and an email address/phone number and contact for each site. Prospective applicants will be able to “shop” potential employers, and then respond directly to each post. This web page will also include a listing of appropriate trainings for prospective applicants and new child care staff.

ELC will work closely with Career Source Broward to coordinate job fairs and exchange vacancy information.

### **4. Trainings for New Child Care Staff.**

Cost: \$0 (ELC will use existing staff)

Proposed Funder: ELC Broward

Rollout: 10/1/21

The Early Learning Coalition currently conducts an array of trainings that are appropriate for staff new to the child care industry. These trainings cover topics that include working with children and families who are affected by trauma, working with children with special needs, appropriate discipline techniques, and creating positive interactions with infants and toddlers. Beginning immediately, the ELC will re-market these trainings and conduct widespread outreach to our hundreds of contracted child care providers to inform them of the opportunity to sign up their new child care staff for trainings appropriate for new child care staff. Trainings are free and are/will be offered at times most convenient for child care staff. Trainings will be offered virtually and, if possible, in person.

**5. Expanded funding to the Children’s Forum for INCENTIVE\$ salary supplements that reward retention and educational gains, pending ELC Board approval of budget authority.**

Cost: \$150,000 (annually) - (Pending Budget Approval by ELC Finance Committee and Board)

Proposed Funder: ELC Broward

Rollout: 10/1/21

The ELC proposes adding \$150,000 to the funding for the Broward INCENTIVE\$ salary supplement program administered by the Children’s Forum for FY22. In June 2021, the ELC Board authorized Children’s Forum to implement an updated, higher-paying salary supplement scale effective July 1, 2021 to reward teachers that stay in their positions for at least 6 months and/or achieve qualifying educational goals. The new scale also expands eligibility to participate in the program to Center Directors to attract more child care center participation in this proven and effective program. The authorization was given as a 6-month contract extension to last year’s agreement pending negotiation of a new 3 Year agreement cycle. The budget increase, which will be considered by the ELC Board in September, will supersede the terms of the extension and fill out funding for the remainder of the fiscal year. Meanwhile, implementation of the new scale is already underway.

**6. Stipends for the Required 40 Hour Training and Related Competency Exams**

Cost: \$ 175,000 (\$175 average per stipends x 1,000 new child care staff)

Proposed Funder: ELC Broward, subject to finalized FY22 funding allocations from DEL, if not feasible, identify local funder.

Rollout: Pending finalized FY22 DEL allocations

All new child care instructors must complete 40 hours of state mandated instruction and pass the related competency exams in their first year of employment in child care. They must begin their training within the first 90 days of employment, and finish them within one year of starting their training. These 40 instructional hours are broken up into multiple classes, and they can be taken either in-person or online.

Following budget authorization by the ELC Board, the ELC will provide stipends paid directly to the educators to help cover the cost of completion of the 40-hour training and related competency exams. Prospective students will complete an application, informing the ELC of which courses they are enrolling and whether they are in-person or online. Upon completion of pre-defined milestones, such as completing specified trainings targeting discipline and child behavior, the ELC will provide a fixed amount stipend, designed to cover the majority of the costs of the entire 40 hours.

Additionally, the ELC will create a guidance document for new child care staff that includes recommendations regarding which trainings are a priority and critical for new educators and should be taken first from the list of trainings offered.

## **7. Business Planning/Development – \$0**

The ARP funding will provide a unique opportunity for child care providers to potentially increase wages for their staff and additional access to quality child care for the families they serve. In order to achieve these goals, providers must be successful at both applying for and appropriately utilizing ARP funds, and planning for their own business' success over the next year (or so). ELC has begun meeting with Broward County's Office of Economic and Small Business Development to develop a partnership/plan to conduct webinars to assist child care providers in both business and success planning. Broward County has offered to conduct "Applying for Federal Funding" webinars, along with other small business webinars. As both parties also contract with the Business Leadership Institute (BLI) we plan to include them in upcoming planning for participation in the webinars, and maximization of child care business attendance.

# Why did the child care teacher cross the road? To get to higher pay

BY CAITLIN MCLEAN AND MEG CAVEN, OPINION CONTRIBUTORS — 06/06/21 03:00 PM EDT 316  
THE VIEWS EXPRESSED BY CONTRIBUTORS ARE THEIR OWN AND NOT THE VIEW OF THE HILL

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Every day, early educators leave child care settings across the country for the same reason: low pay. Like Shania Bell, who was the best teacher Jordyn Rossignol, director and owner of Miss Jordyn’s Child Care and Preschool, ever had. Now Shania works in a hardware store right across the road in Caribou, Maine. She still parks in the same lot she used as a toddler teacher at Miss Jordyn’s. And she still comes by to say hello to the kids she used to teach before starting her shift at the store.

When asked why she left, Shania said she loved being an early childhood educator but it was hard for her to stay because she couldn't financially support herself.

This child care worker exodus has left families in dire straits, unable to find slots for their kids. It is why President Biden's American Families Plan calls for raising the pay of the child care workforce and why so many legislators are seeking to strengthen the care economy.

"We invest in child care to not only help individual families, but to also create a stronger American workforce and remain globally competitive," Rep. Katie Porter (D-Calif) told us. "To have a strong, stable, and accessible child care network that grows our economy for everyone, any investment we make in the care economy should lift up those who do the important work of caregiving."

Early educators were struggling to live on poverty-level wages even before the COVID-19 pandemic. Those in child care settings are among the lowest-paid workers in the country, earning just \$11.65 an hour on average. In Marin County, Calif., one of the wealthiest communities in the country, a 2020 study from the Center for the Study of Child Care Employment, UC Berkeley, where one of the co-authors works, showed that three-quarters of center-based child care staff worried about paying routine monthly bills, including housing, and more than one-third worried about having enough food for their families.

With that sort of economic instability, it's no wonder so many early educators walk away. A new national study, which one of us helped author, shows that the turnover rate at child care centers can be predicted based on the wages they pay their teachers. The lowest-paying centers, which paid about \$8 an hour, had turnover rates 70 percent higher than all other centers, which paid an average of \$16.73 an hour.

These low wages disproportionately harm women of color, who make up approximately 40 percent of the early educator workforce. Black educators in particular are more likely to be employed in centers with the lowest wages (39 percent) compared to White educators (27 percent). Individually, Black early educators are paid, on average, \$0.78 less per hour than their White peers.

For many years, the needs of children and the needs of their teachers have been pitted against each other with the claim of "there's not enough money." But when early care and education programs can't keep qualified teachers, then children, families and the economy suffer, too. A lack of child care costs families as much as \$35 billion in income per year, when parents (especially mothers) are forced to leave their employment or reduce their work hours.

Investments in the field must prioritize increased wages for early educators or they will continue to walk out the door in search of better paying jobs. We call it “the hole in the bucket” problem: Investment in the early care and education system is lost as long as poverty wages keep driving qualified teachers out of the field. In order to reap the benefits of state and federal dollars, funds must be used to boost wages and staunch the flow of talent from early care and education.

As COVID-19 brought new financial devastation to the early care and education system, there have been commendable efforts to stem the crisis with new federal funding. But more and sustained investment is needed. We can start by ensuring that a portion of American Rescue Plan Act (ARPA) program grants be applied to compensation increases, while planning for long-term investment and reform to child care funding.

When asked if she would return to working with young children if she could earn the pay and benefits of a kindergarten teacher, Shania said, “Absolutely. I definitely would go back.”

Let’s plug the hole in the bucket with sustained public investment in educator wages and benefits. This strategy will keep skilled early educators working with children, instead of forcing them to leave for higher-paid jobs. Teachers like Shania will be able to wave goodbye to their toddlers at the end of the day, knowing they can put food on the table that night.

*Dr. Caitlin McLean is a senior research specialist at the Center for the Study of Child Care Employment, UC Berkeley. Dr. Meg Caven is a senior research associate at the Education Development Center (EDC).*

**TAGS JOE BIDEN CHILD CARE CHILD CARE WORKERS CAREGIVERS FEMALE WORKFORCE BLACK WOMEN UNEMPLOYMENT LOW WAGES**

<b>ITEM/MEETING</b>	B221RB2 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	FY 20/21 Strategic Plan Quarters 1-4 & YTD Progress Summary
<b>FOR ACTION:</b>	No
<b>RECOMMENDED ACTION:</b>	<b>N/A</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	Judith Merritt

**Background:**

At the September 23, 2020 Board meeting, the ELC Board approved the updates to the current ELC strategic plan for FY 20/21. Staff created a scorecard to track the status of the plan.

**Current Status:**

ELC met or exceeded the goal for all but two of the outcomes from all of the pillars for the FY 20/21. The two outcomes that were not achieved were placed on HOLD due to COVID 19. The first one was in Pillar 4 and pertained to the partnership between ELC services and staff with partnerships in the community where we had out-posted staff. Due to COVID 19 there were no staff out-posted to those sites for the FY 20/21, therefore no outcome could be achieved. The second outcome which was also placed on HOLD was in Pillar 5 and pertained to securing external funding opportunities. Given that OEL was providing additional monies/grants we prioritized ensuring these grants were quickly processed in order to assist our providers, rather than pursuing any additional funding during this time.

Of the twenty-six (26) outcomes, eighteen (18) exceeded the benchmark stipulated in the Strategic Plan, which equals 69% of total outcomes, listed in the supporting documents. Six (6) outcomes met/achieved the benchmark in the Strategic Plan, which equals 23%, with the remaining two (2) on HOLD outcomes making up the remaining 8%.

**Supporting Documentation:**

- Strategic Plan Scorecard Pillars 1-3
- Strategic Plan Scorecard Pillars 4-5

<b>FY 20-21 High Level Targeted Outcomes - PAGE 1</b>	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	<b>Result</b>
1. ELC will maintain its local advocacy efforts with Broward County Leadership. (Meet and educate on ELC's role in the community with at least 6 Key Legislators and 15 Key Municipality Leaders.)	6 K.L 15 K.M.L	In Process	In Process	In Process	In Process	See 3.2 & 3.3	Exceeded Goal
2. ELC will maintain Staff Satisfaction by achieving 85% satisfaction rating on the Annual Staff Satisfaction Survey.	85%	N/A	N/A	N/A	N/A	96%	Exceeded Goal
3. NEW: ELC staff will conduct a minimum of 45 Educator Trainings per Quarter to ensure quality services are being maintained by ELC providers	45 Qtr	52	49	49	48	110%	Exceeded Goal
4. NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	8 Total	6	8	7	13	425%	Exceeded Goal
<b>FY 20-21 ELC Strategic Plan Scorecard</b>							
<b>Pillar 1-Deliver Outstanding Eligibility, Enrollment and Payment Services</b> Objective: Create customer-centered focus	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	
1.1 Maintain a minimum of 85% parent satisfaction with ELC Services and staff	85%	99%	100%	98%	97%	99%	Exceeded Goal
1.2 Ensure timely access to ELC services and staff by answering 85% of all calls to the Call Center	85%	91%	93%	91%	90%	91%	Exceeded Goal
1.3 NEW Ensure quality of Eligibility services, by maintaining an error rate of less than 15% on quality assurance case reviews.	<15%	10%	16%	11%	10%	12%	Exceeded Goal
1.4 Assist parents, staff and providers by developing 4 additional web-based instructional training videos and evaluate their participation to ensure continued improvements are made to address the needs of the community	4	2	1	2	6	275%	Exceeded Goal
1.5 NEW: Maintain a minimum of 85% provider satisfaction with ELC Services and staff	85%	In Process	In Process	99%	100%	100%	Exceeded Goal
<b>Pillar 2 -Provide Quality Early Care Opportunities</b> Objective: Increase Quality of Early Education in the Community	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	
2.1 To improve access to trainings for providers, ELC staff will conduct a minimum of 6 classes in VPK training series.	6	5	3	3	3	233%	Exceeded Goal
2.2 80% of Educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing.	80%	80%	83%	89%	89%	85%	Exceeded Goal
2.3 NEW: ELC staff will conduct a minimum of 2 Community Practice workgroups for Center Directors Quarterly to ensure quality services are being maintained by ELC providers.	2 Qtr	3	6	6	6	262%	Exceeded Goal
2.4 NEW: Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	8	6	8	7	13	425%	Exceeded Goal
<b>Pillar 3 -Advocate for the Early Care and Education System</b> Objective: Be a leader in advocacy of early childhood development and subsidized child care system	<b>Goal</b>	<b>Q1 Results</b>	<b>Q2 Results</b>	<b>Q3 Results</b>	<b>Q4 Results</b>	<b>YTD</b>	
3.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities	100%	0	19	19	19	100%	Met Goal
3.2 NEW: Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	6	2	5	1	1	150%	Exceeded Goal
3.3 Meet and/or present to a minimum of 15 of the 31 Broward Key Municipality Leadership, regarding ELC services, initiatives and possible partnerships opportunities	15	3	2	6	6	113%	Exceeded Goal
3.4 Demonstrate "thought leadership" through at least 4 media opportunities (articles, letters to editor, social media, etc.) to evoke engagement in early learning education within the community	4	1	0	2	12	350%	Exceeded Goal





FY 20-21 ELC Strategic Plan Scorecard - PAGE 2								
Pillar 4 -Forge Strong and Strategic Partnerships		Goal	Q1 Results	Q2 Results	Q3 Results	Q4 Results	YTD	Result
Objective: Forge stronger relationships with community partners and funders								
4.1	Maintain and strengthen partnerships with Broward community sites who are offering remote eligibility services by achieving a minimum of 85% satisfaction with ELC services and staff.	85%	COVID N/A	COVID N/A	COVID N/A	COVID N/A	HOLD COVID 19	HOLD COVID 19
4.2	Form two new strategic partnerships to expand client and staff resources to better serve the community.	2	0	3	0	4	Completed	Exceeded Goal
4.3	Maintain and strengthen resources for clients, by actively participate in a minimum of 10 local community system of care workgroups/committee meeting	10	17	17	17	17	Completed	Achieved Goal
4.4	NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	5	0	2	1	3	Completed	Achieved Goal
Pillar 5 -Strengthen and Develop the ELC Broward Organization		Goal	Q1 Results	Q2 Results	Q3 Results	Q4 Results	YTD	YTD
Objective: Build organizational capabilities through partnerships, staff and technology								
5.1	NEW: Phase II - Develop additional key performance indicators (KPI's) to track recruitment process, identify average length of time to hire, identify areas of improvement, then identify reduction percentage and create improvement strategy.	Dev KPI's Track KPI's Adjust Practices	In Process	In Process	In Process	Completed	Completed	Achieved Goal
5.2	NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	Dev Plan Dev Staff Plans	In Process	In Process	In Process	In Process	Completed	Achieved Goal
5.3	NEW: During the first quarter, develop an Equity Plan specifically addressing racial equity and anti-racism. The goals outlined in the plan are to increase staff's awareness of Equity challenges in organizations and communities.  During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	75% Q2,3,4 - Total # Goals = 15	1	2	8	3	Completed	Achieved Goal
5.4	NEW: Phase II Increase Organizational Effectiveness and Efficiency by producing 2 additional CRM components per quarter	2 Qtr	2	4	3	3	Completed	Exceeded Goal
5.5	Secure a minimum of 1 prospective external funder and/or funding opportunity	1	On Hold	On Hold	On Hold	On Hold	On HOLD COVID 19	On HOLD COVID 19

<b>ITEM/MEETING</b>	B221RB3 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	CEO Performance Evaluation Results
<b>FOR ACTION:</b>	YES
<b>RECOMMENDED ACTION:</b>	<b>Review Evaluation Results and Approve CEO Performance Pay</b>
<b>FINANCIAL IMPACT:</b>	Up to \$10,000 Pay for Performance
<b>ELC STAFF LEAD</b>	Judith Merritt

**Background:**

Each year the CEO’s performance is evaluated based on Board approved CEO goals and other criterion included in a CEO performance evaluation tool. As directed by the Board in FY 17/18, the CEO goals for FY 18/19 were aligned with the objectives and outcomes in the ELC’s new strategic plan. On September 12<sup>th</sup> 2019 the Board approved the FY 19/20 CEO Goals and Updated CEO Evaluation Template to be used following the close of the 19/20 fiscal year. The board approved a revised CEO Evaluation template at the April 12, 2021 Board meeting, that was to be used for the CEO moving forward.

On August 16<sup>th</sup>, all Board members were sent an email which included the CEO’s FY 20/21 self-evaluation and goals status update along with a CEO performance evaluation document to be completed by August 25, 2021. 17 of 20 Board members submitted evaluations (85%).

**Current Status:**

The Boards individual ratings for each of the performance indicators and Goals/Outcomes were aggregated to provide an overall performance evaluation. The report is attached as a supporting document; it outlines the CEO overall performance by the 10 performance indicators in Section I of the Evaluation along with ratings for the CEO’s Goal performance in Section II of the evaluation. Additionally, contained in the report are the comments provided as justification for the specific ratings provided by the Board members.

Overall the Board rated the CEO in the 10 individual indicators, with 65% (11) of the Board scoring the CEO either Exceeds Expectations or Outstanding, with 24% (4) of the Board scoring the CEO as Meets Expectations. Two Board members scored the CEO Below Expectations which equals 11%.

Overall the Board rated the CEO in the accomplishments of the 5 Goals/Outcomes, with 76% (13) of the Board scoring the CEO either Exceeds Expectations or Outstanding, with 18% (3) of the Board scoring the CEO as Meets Expectations. One Board member scored the CEO Below Expectations which equals 6%

The Board Overall scored the CEO performance rating as a 4.0 which Exceeds Expectations.

The CEO is currently creating a document in response to the feedback from the CEO Performance Evaluation which will include an action plan to address areas where there are growth opportunities. Individual board member responses and comments will be addressed and the action plan will be shared with the Board. The CEO greatly appreciates the Board’s participation; it was an extremely helpful process.

The CEO is eligible for up to \$10,000 in Performance Pay, as determined by the Board, and the expense has been accrued as a placeholder to FY21 contracts, which ended on June 30, 2021. At the August 31, 2021 Executive Committee meeting, the Executive committee recommended the approval of the \$10,000 performance pay to the Board.

**Action(s):**

Executive Committee recommends the approval of the CEO Performance Pay of \$10,000

**Supporting Documentation:**

- CEO Performance Self Evaluation Report FY 20-21
- CEO Performance Evaluation Results FY 20-21 Ratings/Comments



## Annual Chief Executive Officer (CEO) Self-Assessment for FY 20/21

### PERFORMANCE INDICATORS

#### 1. BOARD INTERACTIONS

- Works effectively with individual board members
- Works effectively with the board as a whole
- Keeps the Board up to date regarding important information and updates

I have worked diligently to promote open and effective Board communications and strengthen relationships. I am happy with the continuing progress made to date. My goal is to be as transparent as possible and keep the board abreast of important information, updates, and ELC services/initiatives through thorough committee/board packet materials, Board Bulletin Updates and CEO Reports in between board meetings, Provider Communications (all Board members are on the Provider Distribution list), and Board Meeting Mission Moment presentations.

As needed, I reach out to members individually to provide updates on emerging issues, to collaborate on joint initiatives or seek guidance when appropriate.

Throughout FY 20/21 I have made more of an effort to ensure Board members were invited to attend ELC events. Some examples include, our Legislative lunch and learn, ELC's Racial Equity Café Series events, and ELC's Future of Child Care Town hall (to address issues with local legislators).

Going forward, I will increase efforts to involve interested Board members in legislative meetings and provide in advance notice of relevant child care conferences and webinars.

#### 2. BUSINESS ETHICS/INNOVATION

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Upholds organizational values
- Works ethically and with integrity
- Inspires the trust of others

Under my direction in FY 20/21, the organization achieved or exceeded 20 out of 22 goal objectives in the Strategic Plan (with the 2 unmet goals on hold due to COVID-19). Year-end data revealed overwhelming satisfaction of parents at 99%, child care provider satisfaction at 100%, and staff satisfaction at 96%. I am beyond proud of these statistics as they were collected during the pandemic, which has been an unprecedented time with so much uncertainty. Also of great pride was the outcome of all of our internal and external audits and monitorings. The organization received a clean audit from our external auditors with no materials findings, clean Division of Early Learning (DEL) Desk Review and Fiscal Monitorings, and a positive administrative monitoring from Broward County and the Children's Services Council with no material findings. These outcomes highlight the effectiveness and comprehensiveness of our internal process and controls.

Additional accomplishments under this section include:

- ELC's use of technology to continue to provide virtual learning opportunities to young Broward children and child care instructors during COVID-19:
  - DOC Preschool platform provided engaging virtual learning activities, free of charge to children on ELC's

SR Waitlist, SR, and VPK

- ELC Weekly Online Story Time – Offered to children birth to five in multiple languages
  - WSFL TV – Taped episodes with ELC staff of fun activities for young children
  - ELC staff conducted 162 virtual instructor trainings attended by 11,162 instructors
- ELC built out 10 additional CRM components which increased operational efficiency and productivity through robust and well thought out workflows, easy data entry rules, increased data collection capability, better and increased data tracking capabilities that eliminated the need for having tracking spreadsheets (of which we had many).

### **3. COMMUNICATIONS (See Board Section for Board Communication)**

- Effectively expresses thoughts verbally and in writing
- Exhibits good listening and comprehension skills
- Keeps Board and others adequately informed
- Selects and uses appropriate communication methods
- Deals effectively with conflict

Under my direction, the ELC prioritizes communication and transparency. The ELC provided frequent and regular communications to child care small businesses, families, board members, staff, community partners and local elected officials through various methods including email blasts, newsletters, website postings, social media, media spots (both radio and TV), and virtual webinars, etc. In FY 20/21 in addition to our provider and parent newsletters, the ELC Broward rolled out a new newsletter for local elected officials (one for municipalities and one for local State Legislators), which included important early learning news and updates. Additionally, we rolled out a new monthly Staff Newsletter, The Buzz, which has been well received by staff.

Understanding not all of parents regularly check emails, we turned to other means of communication including robo calls and texts (where appropriate). Additionally, for parent and provider communications that were high priority, the organization engaged in direct phone calls. This was utilized through the provider reconciliation process and for parents who did not respond to our School Readiness Waitlist notifications and proved to be successful in increasing our response rate.

In terms of my own communication, I strive to be as transparent and clear as possible with messaging. I believe I have created a work atmosphere where staff are comfortable sharing their ideas, opinions and thoughts. Even when we don't agree or there is a misunderstanding in communication, I make sure we talk it through, address the issues, and work towards a common understanding that allows us to productively move forward.

### **4. COMMUNITY RELATIONS**

- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders and policy makers
- Serves as the primary spokesperson and public face for the organization
- Establishes positive relationships with community partners, funders, government agencies etc.

Despite most meetings in FY 20/21 being virtual, I was able to effectively represent the ELC and aggressively continue our efforts to strengthen community relations. Some examples include:

- Individual meetings with newly elected and existing legislative delegates and local municipality leaders
- Conducting community presentations and participating in panel events
- Hosting Townhalls and presenting at ELC Informational Sessions for child care small businesses

- Presentations/Apearances at Commission and School Advisory meetings
- Meetings with community leaders to provide an overview of ELC services, strengthen relationships or discuss partnerships/collaborations
- Meetings with local and statewide partners and stakeholders to ensure Broward’s early learning legislative priorities were aligned

Other community relations efforts include:

I also represented the ELC during weekly educational TV segments on WSFL’s Inside South Florida, where I presented information to the community regarding ELC services and the importance of early learning. Additionally, this year I contributed and had published two Opinion pieces in the Sun Sentinel newspaper one advocating for early learning staff to be prioritized to receive the COVID-19 vaccination and the other on the impacts of COVID-19 on early learning.

This year we made a concerted effort to increase the reach of our communications through an aggressive outreach campaign. The campaign included building upon our relationships with community partners and elected officials to spread the word about ELC services and initiatives and included communications in multiple languages. The ELC also leveraged relationships with local TV and Radio stations. One of our community outreach efforts was promoting the School Readiness waitlist. The success of this campaign is evidenced through maintenance and pace of children being added to the SR waitlist numbers throughout the fiscal year. Despite calling over 5,000 children off our waitlist that consisted of 2,886 as of July 1, 2020 the organization maintained a waitlist of between approximately 2,000 and 3,000 throughout the fiscal year (with the year-end waitlist data at 3,145 children).

**5. DIVERSITY COMMITMENT**

- Shows respect and sensitivity for cultural differences
- Promotes diversity initiatives
- Builds a diverse Board and staff

In 2019 the ELC began to encourage staff to attend community offered racial equity and implicit bias trainings and I had begun participating in local racial equity workgroups. Following the murder of George Floyd I decided to prioritize our efforts and be more proactive and deliberate in our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members was created. The workgroup assisted in the development of a comprehensive racial equity work plan for the organization that would serve as a roadmap going forward. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices and includes measurable outcomes (included in our Strategic Plan) which are reviewed quarterly and continues to evolve. During FY 20/21 the ELC completed 93% of the outcome goals within our racial equity work plan. Additionally, a procurement for racial equity/implicit bias education was completed with training to begin in the very near future for staff and board members.

Additionally, myself and other designated staff serve on community Racial Equity workgroups to ensure alignment and progress throughout the community. I have also been participating in a CEO Racial Equity Learning Series. Lastly, through the Division of Early Learning’s Preschool Development Grant, myself and a handful of ELC staff and board members had the opportunity to participate in a few sessions with a racial equity coach.

**6. EMPLOYEE MORALE/CULTURE**

- Shows respect and sensitivity for cultural differences
- Promotes harassment free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate which attracts, keeps and motivates a diverse staff of top quality people

I strive to have the highest level of staff morale. As stated above, I am thrilled to report staff satisfaction for FY 20/21 was

at 96%! It is also important to report our turnover rate remained low despite the pandemic at 1.1%

Even through the pandemic we have put efforts in place to keep staff connected to each other through constant communication, our new ELC Buzz staff newsletter, virtual staff activities, morale events, and webinars including presentations related to mental health and healthy living. Last January we implemented a virtual Wellness Week that included classes on meditation, healthy cooking, finance education, self-care and mindfulness.

In order to be more timely in recruiting new qualified staff the ELC developed additional key personnel performance indicators to track recruitment activities and identify areas where improvements could be made.

## **7. FISCAL RESPONSIBILITY**

- Works within approved budget
- Conserves organizational resources
- Brings fiscal recommendations to the Board
- Works ethically and with integrity
- Ensure no major/substantial audit findings

This year was a financial rollercoaster due to the piecemealed allocations from DEL and the uncertainty of funding. Despite this the following major accomplishments were achieved successfully:

- Utilization of all major contracts was managed successfully
- Implemented a retroactive Statewide rate increase within days without much lead time from DEL.
- ELC issued 3,300 COVID-19 relief grants to 646 child care small business
- ELC received a clean audit from our external auditors with no material findings
- ELC received clean DEL program monitoring and fiscal monitoring that highlighted the progress we have made over the years
- A positive administrative monitoring by Broward County and Children's Services Council with no material findings
- ELC completed the EFS Mod Overpayment balance verification and reconciliation process (which included processing tens of thousands of system adjustments and development of individualized reconciliation tools and training webinars to assist providers).
- The organization made giant strides toward bringing ELC's employee benefits plan into full ERISA compliance for the first time since 2009.

## **8. JOB KNOWLEDGE**

- Demonstrates knowledge of the ELC and the services provided
- Competent in required job skills and knowledge
- Keeps abreast of current developments related to/impacting the organization/community
- Uses resources effectively

I believe over the past 5 ½ years in my role as the CEO of the ELC I have demonstrated great knowledge of the Early Learning, the Child Care subsidy world, and ELC services. During the past fiscal year, I have received various requests from around the community to present and/or participate in panel discussions related to early learning and ELC services. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

During FY 20/21 I was able to access new or updated information related to early learning through my participation in weekly and quarterly Statewide DEL and Association for Early Learning Coalitions calls/meetings, relationships with providers and provider organizations, subscribing to various early learning, social services, and legislative newsletters, attending relevant webinars and conferences, and participating/serving on more than 7 community and statewide committees/workgroups/boards.

Last fiscal year, through our advocacy efforts we were able to secure increased municipality funding commitments to the School Readiness match program after presenting to them about the impact of the funding in their communities. The cities of Weston and Pompano Beach increased their participation by 50% and 12.5% respectively.

In October 2020, ELC Staff worked with DEL to absorb approximately \$546K in Federal Preschool Development Grant funds that had been left un-used by other coalitions during the prior fiscal year. The additional allocation was used to maximize and in some cases off set SR funding allocated for Quality supports, training and coaching to providers.

Throughout FY 20/21 the ELC conducted parent, provider, and staff surveys in an effort to better understand the impact of COVID-19 on the community and plan or advocate appropriately. The data collected provided better insight into our enrollments, attendance, and status of small businesses and parents. We also held multiple roundtables with providers in order to better understand their needs including how the ELC can better communicate/improve our business processes.

## **9. JUDGEMENT**

- Displays willingness to make decisions
- Exhibits sound and accurate judgement
- Supports and explains reasoning for decisions
- Includes appropriate people in decision making process
- Makes timely decisions

As the CEO of the ELC I have had to make many important decisions, including unprecedented judgement calls related to COVID-19 and the impact on our operations, staff, providers, and parents. There have been so many COVID-19 related obstacles, distractions and added responsibilities but our Coalition never stopped performing or producing to ensure things got done. Some of the decisions have not been easy, but I do feel that over the last fiscal year, I have made sound decisions that were the right decision for the organization as well as the provider community and families as evidenced by the many accomplishments included in the year end data in the FY 20/21 Strategic Plan.

I try to take a strategic approach to decision making that begins with gathering and analyzing information, considering alternatives, formulating a plan of action and then reviewing the decision(s) and assessing consequences. Whenever appropriate I include my Executive Team in the process. I strive to be transparent with decision making and provide the relevant factors and data included in my decision making when presenting to the Board, staff, etc.

## **10. MANAGEMENT:**

- Ensures the ELC has a long-range strategy which achieves its mission/vision (Strategic Plan)
- Provides leadership in developing program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

During FY 20/21 the Strategic Plan Scorecard was reviewed monthly to monitor progress towards the objectives within the plan. In areas where we were not on target, a modified action plan was put in place and monitored. The Senior Team worked collaboratively and diligently to stay on track, evidenced by meeting all but two objective metrics in the Strategic Plan Scorecard.

Additional accomplishments include:

- Enrollment of over 2,000 children into the School Readiness program
- Development of the FY 21/22 strategic plan approved by the board in May 2021.
- The rollout of a Management training series for Senior Staff and emerging leaders.
- Utilizing existing budgeted staff, ELC created a new training unit to better support new and existing family services staff. The unit has the bandwidth to provide a skills based training series and allows for real-time QA reviews of



staff files to quickly ensure trainings translate into job knowledge.

Overall, utilizing my experiences over the past 5 ½ years with the ELC and through what I have learned from amazing community colleagues, other ELC CEO’s, ELC board members, through working with an incredible (hand selected) Executive Team, and from what I’ve learned working with an Executive Coach for the past 2 years, I feel I have provided excellent leadership and direction to the organization and I am extremely proud of the many accomplishments I have made professionally as the CEO and as an organization.

## Section II – Goals

Below are the CEO goals for FY 20/21 approved by the Board along with my self-evaluation ratings.

### GOAL 1 Create a customer centered focus by delivering outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
<b>1. Create a customer- centered focus</b>	<b>1.1</b> Achieve a minimum of 85% Parent Satisfaction for ELC Services.	99% Parent Satisfaction achieved. See Strat Plan 1.1					<b>X</b>
	<b>1.2</b> 85% of all calls to the Call Center will be answered. <b>Stretch Goal: 90%</b>	91% of calls answered in Call Center. See Strat Plan 1.2				<b>X</b>	
	<b>1.3 NEW:</b> Achieve a minimum of 85% Provider Satisfaction For ELC Services.	100% Provider Satisfaction achieved. See Strat Plan 1.5					<b>X</b>

**Overall Rating: 5**

### GOAL 2 Increase quality of Early Education in the Community by providing Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
<b>2. Increase quality of Early Education in the Community</b>	<b>2.1</b> 80% of educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing. <b>Stretch Goal: 83%</b>	85% of respondents showed mastery of subject . See Strat Plan 2.2				<b>X</b>	
	<b>2.2 NEW:</b> ELC staff will conduct a minimum of 45 Educator Trainings per Quarter. <b>Stretch Goal: 50</b>	ELC Staff exceeded the 45 per quarter goal, averaged 50 trainings per quarter. See Strat Plan High Level #3			<b>X</b>		
	<b>2.3 NEW:</b> Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	ELC Staff exceeded annual goal of 8 mental health trainings. Completed a total of 34 trainings in the year. See Strat Plan High Level #4					<b>X</b>

**Overall Rating: 4**

**GOAL 3 Be a leader in advocacy of early childhood development and subsidized child care system**

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 3 - Pillar 3: Advocate for the Early Care and Education System</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
<b>3. Be a leader in advocacy of early childhood development and subsidized child care system</b>	<b>3.1</b> Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities.	Met Goal of educating/advising Broward's Legislative Delegation on ELC Legislation. See Strat Plan 3.1			X		
	<b>3.2</b> Meet and/or present to a minimum of 15 of the 31 Broward key municipality leadership, regarding ELC services, initiatives and possible partnerships opportunities	Exceeded Goal, met with 15 municipality leaders throughout the year at a minimum of once. 2 additional meetings/presentations given to several of the 15. See Strat Plan 3.3				X	
	<b>3.3 NEW:</b> Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	Exceeded Goal, met with 9 legislators throughout the year at a minimum of once. Additional meetings/presentations given to several other individuals. See Strat Plan 3.2				X	

**Overall Rating: 4**

**GOAL 4 Forge stronger relationships with community partners and funders.**

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 4 Pillar 4: Forge Strong long term Strategic Partnerships</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
<b>4. Forge stronger relationships with community partners and funders</b>	<b>4.1</b> Achieve 85% Satisfaction rating for ELC Services using the ELC Broward Partners Survey (for community partners with ELC staff out posted at their sites)	N/A - No outposted staff FY20-21 due to COVID 19	NA	NA	NA	NA	NA
	<b>4.2</b> Form two (2) new strategic partnerships to expand client and staff resources to better serve the community.	Exceeded expectations with 7 Strategic Partnerships established - Nancy J Cotterman Center, WFSL-TV, Kids in Distress, Broward County AARLCC, Urban League, IOC, Women in Distress - See Strat Plan 4.2				X	
	<b>4.3 NEW:</b> ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	Exceeded with 6 new community organizations. Nancy J Cotterman Center, WSFL-TV, Broward Black Elected Officials Association, Broward County AARLCC, Deerfield Beach African American Heritage Board, Community Foundation - See Strat Plan 4.4				X	

**Overall Rating: 4**

**GOAL 5 Continue to build organizational capabilities**

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 5 Pillar 5: Strengthen and Develop the ELC Broward Organization</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
<b>5. Continue to build organizational capabilities</b>	<b>5.1</b> A minimum of 85% of ELC staff will respond as “satisfied” or “very satisfied” via annual staff survey.	96% ELC staff satisfaction achieved (add'l details will be provided to the board)					<b>X</b>
	<b>5.2 NEW:</b> During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	Developed tools to be utilized during Annual Staff Evaluation process, to establish specific staff training/development plans. See Strat Plan 5.2			<b>X</b>		
	<b>5.3 NEW:</b> During the first quarter, develop an Equity Plan with goals, to increase staff’s awareness of Equity challenges in organizations and communities.  During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	Due to COVID 3 of the 18 goals were placed on HOLD for this year. Of the remaining 15, 14 of them have been completed with the remaining one due to be completed by September 2022. Therefore 94% of goals were achieved during the FY20-21. See Strat Plan 5.3					<b>X</b>

**Overall Rating: 4**



# Annual Chief Executive Officer (CEO) Performance Evaluation FY 20/21

## PERFORMANCE INDICATORS

### 1. BOARD INTERACTIONS

- Works effectively with individual board members
- Works effectively with the board as a whole
- Keeps the Board up to date regarding important information and updates

#### **CEO Self Evaluation:**

I have worked diligently to promote open and effective Board communications and strengthen relationships. I am happy with the continuing progress made to date. My goal is to be as transparent as possible and keep the board abreast of important information, updates, and ELC services/initiatives through thorough committee/board packet materials, Board Bulletin Updates and CEO Reports in between board meetings, Provider Communications (all Board members are on the Provider Distribution list), and Board Meeting Mission Moment presentations.

As needed, I reach out to members individually to provide updates on emerging issues, to collaborate on joint initiatives or seek guidance when appropriate.

Throughout FY 20/21 I have made more of an effort to ensure Board members were invited to attend ELC events. Some examples include, our Legislative lunch and learn, ELC’s Racial Equity Café Series events, and ELC’s Future of Child Care Town hall (to address issues with local legislators).

Going forward, I will increase efforts to involve interested Board members in legislative meetings and provide in advance notice of relevant child care conferences and webinars.

#### **Overall Board Rating: 3.9**

Responders	Board Interactions
Carol Hylton	5
Cara Cerchione	2
William Karp	3
Angela Ludica	4
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	2
Kristina West	4
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	3
Outcome Avg	3.9

### **Board member comments:**

- Amoy Renee keeps us updated on all emerging issues and solicits feedback and collaboration for initiatives
- Kirk Although I'm new to the board I have been impressed with the CEO's openness and transparency, as well as her outreach to engage new board members.
- Cindy Renee has worked diligently to improve the quantity and quality of her communication with the board. There is still room for growth with respect to clarity of verbal communication.
- Monica The CEO provides comprehensive and detailed updates to the Board. I personally would like more frequent Board meetings. With the transition to fewer annual meetings, I feel disconnected to the day to day work of ELC. While the email communications are regular, it's a different interaction to have a presentation, discussion, interaction with the CEO and the Board on the work.
- Zachary Not always the easiest Board. I think CEO does a great job with us.
- Angela Renee provides reports and updates via email
- Dawn Ms. Jaffe works well with the board and communicates with us verbally or via email when needed. She ensures that she keeps the board abreast any changes or important information so the board is aware of obstacles.
- Kristina I have only been a board member for a few months and was recruited by Renee. She has communicated effectively over the last few meetings and emails.
- William Ms. Jaffee meets expectations in this area as she appropriately represents the ELC locally and statewide.
- Richard Good job of keeping Board up to date via monthly Board updates but needs to send information on items of importance when they happen. As an example, I heard about the change of Geoff via I am ready not ELC.
- Richard The SP process ended with Board not being aligned and felt that RJ did not hear certain Board members on their desire for more radical ideas. RJ was the point person on those individual Board member input sessions , and needed to keep the rest of the team abreast of those concerns so not blindsided at the final presentation.
- Cara I do not feel that the information relayed at board meetings accurately portrays what is fact outside the board meetings. Certain statements made during board meetings are inaccurate and do not represent the collective feelings, issues and concerns shared by providers.
- Laurie S Renee communicates with board members providing updates. I have asked Renee to provide opportunities to engage board members in advocacy and events around early learning for the past couple of years. There's been a few internal things Renee has invited members to this year, however, despite being asked for the past couple of years the board is most often not provided opportunities to participate in external meetings, including meetings with legislators, funders and influencers in our industry. First, these opportunities send a strong message that the board, which is made up of community and business leaders, is supportive and believes strongly in this issue; and second it provides board members to be more engaged in affecting change.
- Carol Renee is a transparent leader that works diligently to keep the Board informed of important issues throughout the year

## 2. BUSINESS ETHICS/INNOVATION

- Provides leadership in program innovation
- Initiates technology innovation
- Shows creativity and initiative in parent/provider resources
- Upholds organizational values
- Works ethically and with integrity
- Inspires the trust of others

### **CEO Self Evaluation:**

Under my direction in FY 20/21, the organization achieved or exceeded 20 out of 22 goal objectives in the Strategic Plan (with the 2 unmet goals on hold due to COVID-19). Year-end data revealed overwhelming satisfaction of parents at 99%, child care provider satisfaction at 100%, and staff satisfaction at 96%. I am beyond proud of these statistics as they were collected during the pandemic, which has been an unprecedented time with so much uncertainty. Also of great pride was the outcome of all of our internal and external audits and monitorings. The organization received a clean audit from our external auditors with no materials findings, clean Division of Early Learning (DEL) Desk Review and Fiscal Monitorings, and a positive administrative monitoring from Broward County and the Children’s Services Council with no material findings. These outcomes highlight the effectiveness and comprehensiveness of our internal process and controls.

Additional accomplishments under this section include:

- ELC’s use of technology to continue to provide virtual learning opportunities to young Broward children and child care instructors during COVID-19:
  - DOC Preschool platform provided engaging virtual learning activities, free of charge to children on ELC’s SR Waitlist, SR, and VPK
  - ELC Weekly Online Story Time – Offered to children birth to five in multiple languages
  - WSFL TV – Taped episodes with ELC staff of fun activities for young children
  - ELC staff conducted 162 virtual instructor trainings attended by 11,162 instructors
- ELC built out 10 additional CRM components which increased operational efficiency and productivity through robust and well thought out workflows, easy data entry rules, increased data collection capability, better and increased data tracking capabilities that eliminated the need for having tracking spreadsheets (of which we had many).

### **Overall Board Rating: 3.9**

Responders	Business Ethics - Innovation
Carol Hylton	5
Cara Cerchione	2
William Karp	3
Angela Ludica	5
Zachary Talbot	4
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	5
Amoy Reid	4
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	2
Outcome Avg	3.9

**Board member comments:**

- Amoy Renee leads her team to effectively achieve the goals of the strategic plan.
- Kirk As a new board member, my ability to assess this section is limited - however, from my limited experience I have seen the CEO uphold these standards.
- Cindy I believe Renee acts with strong ethics and integrity and she is committed to the ELC's values and commitment to Broward's children and families. To the extent we have any local control, we have instituted some creative technology innovations as well as some excellent program innovations. I am not seeing a vision for more broad system innovation which I find disappointing.
- Monica There have been several innovative programs implemented by ELC - Virtual Reading, Book Club, tech innovation in communicating with parents.
- Zachary Business Ethics without a doubt. Innovation is hard with Covid and all of the different challenges/fires that need to be put out.
- Angela Renee has been innovative in her approach to solving problems and leading the ELC.
- Dawn Ms. Jaffe and team were able to meet or achieve 20 out 22 goal objectives. Ones that were not met were due to COVID. ELC received a high parent, child care provider and staff satisfaction rate that ranges from 96-100%. ELC was able to continue providing great services, trainings, and supports even through that pandemic and continues to do so.
- Kristina Positive results with the organization achieving or exceeding 20 out of 22 goal objectives in the Strategic Plan (with the 2 unmet goals on hold due to COVID-19). Parent satisfaction high. Adapted to virtual learning for children and teachers.
- William Ms. Jaffee has effectively ensured that the organization operates ethically and with integrity
- Cara Great leaders use their resources wisely and build strong teams. The ELC has many staff members who have valuable talents and insight. It is imperative to use the team strengths and give credit where credit is due.
- Laurie S Leadership around innovation is an area I think Renee can grow. I would like to see Renee step out of the box more and not always play it so safe. The greatest successes can come from applying bold and strategic approaches, and taking calculated risks. I have shared this with Renee in the past. I have shared this with Renee and believe that ELC Broward could be a leader in the state and locally in applying strategic solution.
- Carol She is dedicated to the mission of the organization and upholds the values of the organization.

**3. COMMUNICATIONS (See Board Section for Board Communication)**

- Effectively expresses thoughts verbally and in writing
- Exhibits good listening and comprehension skills
- Keeps Board and others adequately informed
- Selects and uses appropriate communication methods
- Deals effectively with conflict

**CEO Self Evaluation:**

Under my direction, the ELC prioritizes communication and transparency. The ELC provided frequent and regular communications to child care small businesses, families, board members, staff, community partners and local elected officials through various methods including email blasts, newsletters, website postings, social media, media spots (both radio and TV), and virtual webinars, etc. In FY 20/21 in addition to our provider and parent newsletters, the ELC Broward rolled out a new newsletter for local elected officials (one for municipalities and one for local State Legislators), which included important early learning news and updates. Additionally, we rolled out a new monthly Staff Newsletter, The Buzz, which has been well received by staff.

Understanding not all of parents regularly check emails, we turned to other means of communication including robo calls and texts (where appropriate). Additionally, for parent and provider communications that were high priority, the organization engaged in direct phone calls. This was utilized through the provider reconciliation process and for parents who did not responded to our School Readiness Waitlist notifications and proved to be successful in increasing our response rate.

In terms of my own communication, I strive to be as transparent and clear as possible with messaging. I believe I have created a work atmosphere where staff are comfortable sharing their ideas, opinions and thoughts. Even when we don't agree or there is a misunderstanding in communication, I make sure we talk it through, address the issues, and work towards a common understanding that allows us to productively move forward.

**Overall Board Rating: 3.9**

Responders	Communication
Carol Hylton	5
Cara Cerchione	2
William Karp	3
Angela Ludica	4
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	5
Monica King	4
Beverley Batson	4
Cindy Arenberg Seltzer	4
Richard Campillo	2
Kristina West	4
Kirk Englehardt	4
Michael Asseff	4
Laurie Sallarulo	3
Outcome Avg	3.9



**Board member comments:**

- Amoy Renee maintains and atmosphere of transparency for all stakeholders. She readily tries to compromise and come to agreement when there are opposing views.
- Kirk While there is a lot of communication with the Board, I believe it can and should be fine-tuned to ensure it's effective. Often when we receive emails or other messages there is a bit of 'information overload'. It's difficult to find time to get through everything and even then some of the materials are too complicated or jargon filled to be easily digested. Summary sheets, bulleted lists, and talking point-style highlight documents put the most important information up front and ensure we see what we NEED to see to make good decisions or offer relevant counsel. Also, it would be helpful if all communications began with a clear call to action - or what you want/need the board members to do or to get out of the communication. It's an executive summary in a sentence or two. That would ensure the board action items don't get buried under the piles of data. And would help us better support the organization. Communication is not bad, but there are opportunities to make things even better.
- Cindy Renee is a good listener. Under her leadership ELC has dramatically increased both the quality and quantity of its communication to all of the different stakeholders - board, providers, parents, public. There is still room for improvement in verbal communication which can get a bit muddy and lack confidence and clarity.
- Monica CEO communicates regularly though email communications and board packets.
- Zachary Love the update emails. They are always very thorough
- Angela During meetings Renee provides updates and she also provides email updates throughout the year
- Dawn Ms. Jaffe keeps the board adequately informed and follows up with any concerns or request that are brought to her attention. She communicates with our local elected officials and keep them up to date with a newsletter. Ms. Jaffe and her staff are transparent and discussion not only the successes but the area of improvement as well.
- William Ms. Jaffee is an effective communicator verbally and in writing. Ms. Jaffee does appear to avoid conflict rather than deal with it head on.
- Cara The current system provided from the ELC is broken and the community is actively sharing it's needs and how we can make improvements to better serve our community. Many providers are exhausted from even trying to change the system or speak out due to the constant failure of the leadership to truly listen to the concerns.
- Laurie S Renee provides updates to board, however, sometimes at meetings communications can get long and confusing. There are times I think information can be communicated more clearly. I think Renee sometimes is defending her position and may not always hear the issue or concerns with an open mind.

#### **4. COMMUNITY RELATIONS**

- Effectively represents the ELC in the community
- Establishes working relationships with organizations and individuals in early learning
- Is involved in and aware of outside community affairs
- Advocates effectively to the Florida Legislature, community leaders, stakeholders and policy makers
- Serves as the primary spokesperson and public face for the organization
- Establishes positive relationships with community partners, funders, government agencies etc.

#### **CEO Self Evaluation:**

Despite most meetings in FY 20/21 being virtual, I was able to effectively represent the ELC and aggressively continue our efforts to strengthen community relations. Some examples include:

- Individual meetings with newly elected and existing legislative delegates and local municipality leaders
- Conducting community presentations and participating in panel events
- Hosting Townhalls and presenting at ELC Informational Sessions for child care small businesses
- Presentations/Apearances at Commission and School Advisory meetings
- Meetings with community leaders to provide an overview of ELC services, strengthen relationships or discuss partnerships/collaborations
- Meetings with local and statewide partners and stakeholders to ensure Broward's early learning legislative priorities were aligned

Other community relations efforts include:

I also represented the ELC during weekly educational TV segments on WSFL's Inside South Florida, where I presented information to the community regarding ELC services and the importance of early learning. Additionally, this year I contributed and had published two Opinion pieces in the Sun Sentinel newspaper one advocating for early learning staff to be prioritized to receive the COVID-19 vaccination and the other on the impacts of COVID-19 on early learning.

This year we made a concerted effort to increase the reach of our communications through an aggressive outreach campaign. The campaign included building upon our relationships with community partners and elected officials to spread the word about ELC services and initiatives and included communications in multiple languages. The ELC also leveraged relationships with local TV and Radio stations. One of our community outreach efforts was promoting the School Readiness waitlist. The success of this campaign is evidenced through maintenance and pace of children being added to the SR waitlist numbers throughout the fiscal year. Despite calling over 5,000 children off our waitlist that consisted of 2,886 as of July 1, 2020 the organization maintained a waitlist of between approximately 2,000 and 3,000 throughout the fiscal year (with the year-end waitlist data at 3,145 children).

**Overall Board Rating: 3.8**

Responders	Community Relations
Carol Hylton	5
Cara Cerchione	2
William Karp	4
Angela Ludica	4
Zachary Talbot	4
Khalil Zeinieh	3
Ellen Schrot	5
Dawn Liberta	5
Amoy Reid	4
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	4
Laurie Sallarulo	2
Outcome Avg	3.8

**Board member comments:**

- Amoy Renee was able to share information from meeting with different legislative delegates and local municipality.
- Kirk From my limited time on the board I've seen the CEO exhibit strength in the areas noted in this section.
- Cindy Despite COVID this has been an area of great growth. I have seen ELC at many more important tables over the last year and much more aggressive in reaching out to policy makers.
- Monica I have seen an enhanced presence by ELC in the community and expanded relationships with funders and partners.
- Zachary Well done in my opinion
- Dawn Ms. Jaffe works alongside many of our local and state stakeholders. She attends and represents ELC at local meetings such as: Funders Forum, Coordinated Council of Broward County and meetings with leader (just a few). ELC Broward worked diligently on a reach out campaign to help get families off the waitlist and into services.
- Kristina I have had the pleasure of working with Renee in the community. She has been outstanding leader and advocate during the Broward Reads meetings and 3T's program.
- William Ms. Jaffee takes her responsibilities very seriously and ensures that this is demonstrated throughout the organization
- Richard I leave it to fellow Board members who are part of the EL community to comment as I do not have sufficient information to comment. I have no reason to believe that Renee is not fulfilling this goal.
- Cara Networking with in the community is still an area that needs improvements.

Laurie S I'd like to see Renee establish a higher level of reputation and stature in our community. While she appears to participate in state wide conversations, I would suggest at the local level she needs to be more visible and recognized as the early learning expert. This will result in a higher level of awareness of ELC Broward. At this point in her tenure, Renee should be more well known in the community and should be representing ELC at meetings that go beyond strictly early learning. Early learning is the foundation for other issues such as education, workforce, etc. Even during COVID, there was a way to participate and have a presence. While others in the organization are sometimes present at meetings, in my opinion, Renee has not built her reputation and become the face of ELC. In regard to funders, the CEO s/b best fundraiser. I haven't seen Renee build strong relationships that bring in support/funds.

Carol Over the course of the year Renee has written op-eds in the paper, represented the ELC at various community meetings and most recently took part in a hospitality taskforce to develop initiatives to inform jobseekers of the resources ELC has to offer.

## 5. DIVERSITY COMMITMENT

- Shows respect and sensitivity for cultural differences
- Promotes diversity initiatives
- Builds a diverse Board and staff

### CEO Self Evaluation:

In 2019 the ELC began to encourage staff to attend community offered racial equity and implicit bias trainings and I had begun participating in local racial equity workgroups. Following the murder of George Floyd I decided to prioritize our efforts and be more proactive and deliberate in our racial equity/antiracism efforts. An internal racial equity workgroup made up of approximately 20 staff members was created. The workgroup assisted in the development of a comprehensive racial equity work plan for the organization that would serve as a roadmap going forward. The plan focused on Awareness and Education; Environment and Representation; and Policies and Practices and includes measurable outcomes (included in our Strategic Plan) which are reviewed quarterly and continues to evolve. During FY 20/21 the ELC completed 93% of the outcome goals within our racial equity work plan. Additionally, a procurement for racial equity/implicit bias education was completed with training to begin in the very near future for staff and board members.

Additionally, myself and other designated staff serve on community Racial Equity workgroups to ensure alignment and progress throughout the community. I have also been participating in a CEO Racial Equity Learning Series. Lastly, through the Division of Early Learning's Preschool Development Grant, myself and a handful of ELC staff and board members had the opportunity to participate in a few sessions with a racial equity coach.

### Overall Board Rating: 3.9

Responders	Diversity Commitment
Carol Hylton	5
Cara Cerchione	1
William Karp	5
Angela Ludica	5
Zachary Talbot	5
Khalil Zeinieh	3
Ellen Schrot	4
Dawn Liberta	4
Amoy Reid	4
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	4
Laurie Sallarulo	4
Outcome Avg	3.9

### Board member comments:

Amoy Renee was able to talk about the racial equity and implicit bias trainings that she attended and created an internal racial equity workgroup.

Kirk I have been impressed with the diversity I have personally observed during my limited time on the board.

Cindy I appreciate the work cited in the self-evaluation related to the work being done to promote racial equity

Monica CEO has embraced and integrated a commitment to diversity. She is personally involved in the work and bringing it to the staff and the leadership team.

Zachary Actions speak louder than words and it is clear that the organization is a leader in diversity

Dawn ELC under the direction of Ms. Jaffe have been participating racial equity initiatives within our community. Ms. Jaffe sits on community Racial Equity workgroups and works with her staff to ensure they are receiving the proper training around racial equity and implicit bias.

William Ms. Jaffee has ensured that the organization operates with a high degree of sensitivity to cultural differences. The trainings and workshops that have been provided demonstrate that the ELC is not just sensitive to racial bias but actively works against explicit and implicit bias

Richard Good job in driving awareness via new partner. Rating is based on no issues being raised the Board

Laurie S This area seems to be one which Renee has put a lot of effort into and supported this work within the organization.

Carol She is in tune to the needs to the parents and recognizes the diverse cultures in Broward county.

## 6. EMPLOYEE MORALE/CULTURE

- Shows respect and sensitivity for cultural differences
- Promotes harassment free environment
- Makes quality hiring decisions; builds a diverse workforce
- Shows a commitment to equal opportunity
- Maintains a climate which attracts, keeps and motivates a diverse staff of top quality people

### **CEO Self Evaluation:**

I strive to have the highest level of staff morale. As stated above, I am thrilled to report staff satisfaction for FY 20/21 was at 96%! It is also important to report our turnover rate remained low despite the pandemic at 1.1%

Even through the pandemic we have put efforts in place to keep staff connected to each other through constant communication, our new ELC Buzz staff newsletter, virtual staff activities, morale events, and webinars including presentations related to mental health and healthy living. Last January we implemented a virtual Wellness Week that included classes on meditation, healthy cooking, finance education, self-care and mindfulness.

In order to be more timely in recruiting new qualified staff the ELC developed additional key personnel performance indicators to track recruitment activities and identify areas where improvements could be made.

### **Overall Board Rating: 4.1**

Responders	Employee Morale - Culture
Carol Hylton	5
Cara Cerchione	1
William Karp	4
Angela Ludica	4
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	4
Dawn Liberta	4
Amoy Reid	5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	5
Richard Campillo	3
Kristina West	5
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	3
Outcome Avg	4.1

### **Board member comments:**

- Amoy Renee maintains an atmosphere of inclusivity and collaboration with her team and the board.
- Kirk Having had limited interactions with staff it is difficult to assess this item, however the staff members I have worked with have been exceptionally helpful and very positive. It's also difficult to assess this item following a year that has tested and stressed all organizations and employees. I have seen exceptional staff hard at work and their positivity is infectious.
- Cindy It is difficult to judge this from personal observation since we haven't seen the staff in almost two years, but the statistics cited in the self-evaluation point to a happy staff that is engaged.

Monica Excellent satisfaction survey from staff.

Dawn Staff satisfactory was 96%and the turnover rate was 1.1%. MS. Jaffe did a great job putting efforts in place to ensure staff was still connected even though they were having to work from home due to the pandemic. ELC also implemented a virtual wellness week which is extremely important especially with all the stress that our staff is currently under.

Kristina Outstanding job having 96% satisfaction and low turnover during a pandemic

William Board members have a limited ability to assess this area but based on the staff presenting at Board meetings it appears that morale is very high

Laurie S While the overall satisfaction rate was high, after reviewing the details of the employee survey, I am concerned about the response rate 64%. This can sometimes indicate that the remaining staff either does not want to share negative feedback, which then can indicate there might be a trust issue to speak up. I'd like to see how this return rate might be increased. Possibly by using an outside firm to administer eval. Also there were some identified areas of improvement for the organization that I would have liked to see Renee outline in her report. This coming year I'd like to hear how Renee will address those areas. I realize this is a tough year due to Covid and recognize that this is an area Renee is committed to.

Carol Maintains a positive relationship with her team



**7. FISCAL RESPONSIBILITY**

- Works within approved budget
- Conserves organizational resources
- Brings fiscal recommendations to the Board
- Works ethically and with integrity
- Ensure no major/substantial audit findings

**CEO Self Evaluation:**

This year was a financial rollercoaster due to the piecemealed allocations from DEL and the uncertainty of funding. Despite this the following major accomplishments were achieved successfully:

- Utilization of all major contracts was managed successfully
- Implemented a retroactive Statewide rate increase within days without much lead time from DEL.
- ELC issued 3,300 COVID-19 relief grants to 646 child care small business
- ELC received a clean audit from our external auditors with no material findings
- ELC received clean DEL program monitoring and fiscal monitoring that highlighted the progress we have made over the years
- A positive administrative monitoring by Broward County and Children’s Services Council with no material findings
- ELC completed the EFS Mod Overpayment balance verification and reconciliation process (which included processing tens of thousands of system adjustments and development of individualized reconciliation tools and training webinars to assist providers).
- The organization made giant strides toward bringing ELC’s employee benefits plan into full ERISA compliance for the first time since 2009.

**Overall Board Rating: 4.3**

Responders	Fiscal Responsibility
Carol Hylton	5
Cara Cerchione	2
William Karp	5
Angela Ludica	5
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	4
Monica King	5
Beverley Batson	3
Cindy Arenberg Seltzer	5
Richard Campillo	4
Kristina West	4
Kirk Englehardt	5
Michael Asseff	4
Laurie Sallarulo	4
Outcome Avg	4.3

**Board member comments:**

Amoy This past 18 months have been difficult but Renee never lost track of her fiscal responsibility and strived to work within the approved budget.

Kirk During my limited time on the board I have engaged with various staff members and learned more about the complex funding system in place. While, I'm still trying to fully understand it all, I have tremendous confidence in the CEO and the team she has assembled to tackle the agency's fiscal responsibilities.

Cindy Our audits have consistently been good despite the craziness of the EFS mod rollout. We always stay within budget and maximize resources.

Monica ELC does an excellent job of operating within their budget and ensure a clean audit.

Zachary As a member of the finance committee the CEO clearly has maintained the budget well considering all circumstances and challenges of the pandemic.

Angela Renee always seeks input and provides stakeholders with fiscal information.

Dawn Ms. Jaffe and her staff were able to a fantastic job considering uncertainty of funding, different allocations and timeliness of the funding. They were able to implement a statewide rate increase, manage the COVID-19 relief grants, and clean audit from our external auditors.

William Ms. Jaffee gets the credit for the sound fiscal climate but kudos to Christine Klima, CFO as well

Richard Excellent job of managing a very unstable fiscal situation and ensuring ELCB secured all possible funds and redistributed them to the community

Laurie S Renee with the guidance of a very strong financial director, has a solid handle on the finances of the organization. I do at times feel that they may be ultra conservative in their projections and spending. It does appear that our staff continues to grow, and wonder how we might direct more resources to providers.

Carol She is fiscally responsible and brings budgetary matters to the Board for consideration.

## 8. JOB KNOWLEDGE

- Demonstrates knowledge of the ELC and the services provided
- Competent in required job skills and knowledge
- Keeps abreast of current developments related to/impacting the organization/community
- Uses resources effectively

### **CEO Self Evaluation:**

I believe over the past 5 ½ years in my role as the CEO of the ELC I have demonstrated great knowledge of the Early Learning, the Child Care subsidy world, and ELC services. During the past fiscal year, I have received various requests from around the community to present and/or participate in panel discussions related to early learning and ELC services. More and more the ELC Broward is being asked to have a seat at the table regarding important community issues that intersect with early learning.

During FY 20/21 I was able to access new or updated information related to early learning through my participation in weekly and quarterly Statewide DEL and Association for Early Learning Coalitions calls/meetings, relationships with providers and provider organizations, subscribing to various early learning, social services, and legislative newsletters, attending relevant webinars and conferences, and participating/serving on more than 7 community and statewide committees/workgroups/boards.

Last fiscal year, through our advocacy efforts we were able to secure increased municipality funding commitments to the School Readiness match program after presenting to them about the impact of the funding in their communities. The cities of Weston and Pompano Beach increased their participation by 50% and 12.5% respectively.

In October 2020, ELC Staff worked with DEL to absorb approximately \$546K in Federal Preschool Development Grant funds that had been left un-used by other coalitions during the prior fiscal year. The additional allocation was used to maximize and in some cases off set SR funding allocated for Quality supports, training and coaching to providers.

Throughout FY 20/21 the ELC conducted parent, provider, and staff surveys in an effort to better understand the impact of COVID-19 on the community and plan or advocate appropriately. The data collected provided better insight into our enrollments, attendance, and status of small businesses and parents. We also held multiple roundtables with providers in order to better understand their needs including how the ELC can better communicate/improve our business processes.

### **Overall Board Rating: 4.4**

Responders	Job Knowledge
Carol Hylton	5
Cara Cerchione	2
William Karp	4
Angela Ludica	5
Zachary Talbot	5
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	5
Amoy Reid	5
Monica King	5
Beverley Batson	4
Cindy Arenberg Seltzer	4
Richard Campillo	3
Kristina West	4
Kirk Englehardt	5
Michael Asseff	5
Laurie Sallarulo	4
Outcome Avg	4.4

**Board member comments:**

- Amoy Renee is very knowledgeable and strives to be up to date on all things pertaining to early learning.
- Kirk The CEO has shown herself to be exceptionally knowledgeable and highly competent.
- Cindy Renee is very knowledgeable about the ELC. It is not clear that she is always abreast of current developments and how they might impact the organization and the children and families.
- Monica CEO is extremely knowledgeable of ELC and child care services. Extremely competent in understanding the child care system.
- Dawn MS. Jaffe has a great deal of knowledge as it relates to ELC and services. She is in communication with state level organizations and keeps abreast of local and statewide developments. She is able to communicate all necessary information to our local and state stakeholders in way that is clear and understood.
- Laurie S I believe Renee has a solid understanding of early childcare. She stays abreast of current info and news at the state level
- Carol Stays abreast of legislative changes that may impact ELC.

## 9. JUDGEMENT

- Displays willingness to make decisions
- Exhibits sound and accurate judgement
- Supports and explains reasoning for decisions
- Includes appropriate people in decision making process
- Makes timely decisions

### **CEO Self Evaluation:**

As the CEO of the ELC I have had to make many important decisions, including unprecedented judgement calls related to COVID-19 and the impact on our operations, staff, providers, and parents. There have been so many COVID-19 related obstacles, distractions and added responsibilities but our Coalition never stopped performing or producing to ensure things got done. Some of the decisions have not been easy, but I do feel that over the last fiscal year, I have made sound decisions that were the right decision for the organization as well as the provider community and families as evidenced by the many accomplishments included in the year end data in the FY 20/21 Strategic Plan.

I try to take a strategic approach to decision making that begins with gathering and analyzing information, considering alternatives, formulating a plan of action and then reviewing the decision(s) and assessing consequences. Whenever appropriate I include my Executive Team in the process. I strive to be transparent with decision making and provide the relevant factors and data included in my decision making when presenting to the Board, staff, etc.

### **Overall Board Rating: 3.7**

Responders	Judgement
Carol Hylton	5
Cara Cerchione	1
William Karp	2
Angela Ludica	5
Zachary Talbot	4
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	4.5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	4
Richard Campillo	2
Kristina West	4
Kirk Englehardt	4
Michael Asseff	4
Laurie Sallarulo	3
Outcome Avg	3.7

### **Board member comments:**

Amoy Renee has exhibited sound judgement in the last few years that I have been on the board but more so during the challenging 18 months that we experienced because of Covid.

- Kirk I have full faith in our CEO, however, this year I noticed what appeared to be limited voices included in the development of a draft strategic plan. This is not intended to imply it was completed in a vacuum, but more input from key stakeholders would have enriched the plan. That outside input is critical to avoid creating an insular plan with goals that don't 'stretch' as much as they should. I'd like to see us solicit some outside input - and not always from the same people - when working on important projects. As a service organization it's one of the most important things we can do to ensure we stay focused on what's truly important.
- Cindy Renee has put together a strong management team. I think she could challenge them more and draw more effectively off their strengths.
- Monica During an extremely difficult year with the pandemic, CEO adeptly used her judgement to maneuver the organization successfully through this period of time.
- Zachary Everyone's judgment could be better, but no question that no one has ever faced what we have over the past 2 years
- Angela Renee always explains the decisions made
- Dawn Ms. Jaffe makes all necessary decisions and is able to back up the decision made with facts. She ensures to include her staff when making important decisions and is able to do so timely.
- William It appears that Ms. Jaffee is sometimes very reluctant to make clear decisions in important areas that warrant fast action. it appears that the organization sometimes gets stuck in process and loses focus on the need for a quick resolution and actual product.
- Laurie S I believe Renee makes careful and educated judgements. There may be times where decisions are slow to come and may be over-analyzed. I'd like to see her trust her team to make more decisions so Renee can focus on being more out in the community and defining the vision.
- Carol Brings items that require Board action to us in a timely fashion.

## 10. MANAGEMENT:

- Ensures the ELC has a long-range strategy which achieves its mission/vision (Strategic Plan)
- Provides leadership in developing program and organizational plans
- Evaluates goals and objectives
- Upholds organizational values

### CEO Self Evaluation:

During FY 20/21 the Strategic Plan Scorecard was reviewed monthly to monitor progress towards the objectives within the plan. In areas where we were not on target, a modified action plan was put in place and monitored. The Senior Team worked collaboratively and diligently to stay on track, evidenced by meeting all but two objective metrics in the Strategic Plan Scorecard.

Additional accomplishments include:

- Enrollment of over 2,000 children into the School Readiness program
- Development of the FY 21/22 strategic plan approved by the board in May 2021.
- The rollout of a Management training series for Senior Staff and emerging leaders.
- Utilizing existing budgeted staff, ELC created a new training unit to better support new and existing family services staff. The unit has the bandwidth to provide a skills based training series and allows for real-time QA reviews of staff files to quickly ensure trainings translate into job knowledge.

Overall, utilizing my experiences over the past 5 ½ years with the ELC and through what I have learned from amazing community colleagues, other ELC CEO's, ELC board members, through working with an incredible (hand selected) Executive Team, and from what I've learned working with an Executive Coach for the past 2 years, I feel I have provided excellent leadership and direction to the organization and I am extremely proud of the many accomplishments I have made professionally as the CEO and as an organization.

### Overall Board Rating: 3.9

Responders	Management
Carol Hylton	5
Cara Cerchione	3
William Karp	4
Angela Ludica	5
Zachary Talbot	4
Khalil Zeinieh	4
Ellen Schrot	5
Dawn Liberta	4
Amoy Reid	4.5
Monica King	4
Beverley Batson	3
Cindy Arenberg Seltzer	3
Richard Campillo	3
Kristina West	4
Kirk Englehardt	4
Michael Asseff	4
Laurie Sallarulo	3
Outcome Avg	3.9

### Board member comments:

Amoy Renee worked to implement a management training series for staff and upcoming leaders which I think is great.

- Kirk I was somewhat underwhelmed by the strategic planning process and the resulting draft plan.
- Cindy We are living through very difficult and uncertain times which are challenging every leader's ability to lead but it is also an unprecedented time to be able to show leadership in the early learning space. The child care industry and parents have been hurting. While ELC very effectively carried out the various grant programs the state authorized (kudos for that!), I have not seen proactive, visionary leadership. Even if it can't all be done, ELC should be leading discussions of creative responses.
- Monica CEO works with her management team in rolling out new initiatives. Team does a good job of tracking and reporting on performance and goals.
- Zachary I think she does a great job. The group is very organized.
- Dawn MS. Jaffe ensured to review the scorecard on a monthly basis with staff to ensure they were progressing toward the goals that had been rolled out for ELC. Strategic Plan has been updated and approved and Ms. Jaffe has rolled out a series of management trainings.
- William The organization has established clear goals and pillars for goal attainment
- Richard COVID created many management challenges and sense Renee did a good job internally as well as with outside stakeholders. SP could have been managed better but overall good job.
- Laurie S Strategic planning is an area I have shared with Renee I'd like to see her strengthen. I have spent many hours with Renee around strategic planning and have offered assistance in many ways. I think our goals have been safe and I'd like to see Renee stretch and be more bold in her long term vision for the organization.
- Carol Provides excellent leadership for ELC and upholds the mission/vision of the organization.



## Section I Summary

The Board provided individual ratings for each of the 10 indicators listed above. Below is a chart depicting the results overall for each area.

### Overall Results for 10 Indicators

Indicators	Outstanding 5	Exceeds 4	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4	3	2	1	
Board Interactions	6	6	3	2	0	3.9
Business Ethics - Innovation	6	6	3	2	0	3.9
Communication	4	9	2	2	0	3.9
Community Relations	4	8	3	2	0	3.8
Diversity Commitment	5	8	3	0	1	3.9
Employee Morale - Culture	7	6	3	0	1	4.1
Fiscal Responsibility	8	7	1	1	0	4.3
Job Knowledge	9	6	1	1	0	4.4
Judgement	4	8	2	2	1	3.7
Management	4	8	5	0	0	3.9
Total	57	72	26	12	3	4.0

As can be seen the score overall for all 10 indicators is a 4.0 which equals **Exceeds Expectations**.

The overall results by specific Board member are depicted below.

### Overall Results by Board Member

Responders	Board	Business	Comms	Community	Diversity	Employee Morale	Fiscal	Job Knowledge	Judgement	Mgt.	Overall Rating	Rank
Carol Hylton	5	5	5	5	5	5	5	5	5	5	<b>5.00</b>	1
Cara Cerchione	2	2	2	2	1	1	2	2	1	3	<b>1.80</b>	17
William Karp	3	3	3	4	5	4	5	4	2	4	<b>3.70</b>	13
Angela Ludica	4	5	4	4	5	4	5	5	5	5	<b>4.60</b>	4
Zachary Talbot	5	4	5	4	5	5	5	5	4	4	<b>4.60</b>	4
Khalil Zeinieh	4	4	4	3	3	4	4	4	4	4	<b>3.80</b>	12
Ellen Schrot	5	5	5	5	4	4	5	5	5	5	<b>4.80</b>	2
Dawn Liberta	4	5	4	5	4	4	4	5	4	4	<b>4.30</b>	8
Amoy Reid	5	4	5	4	4	5	4	5	4.5	4.5	<b>4.50</b>	6
Monica King	4	4	4	4	4	4	5	5	4	4	<b>4.20</b>	9
Beverley Batson	3	3	4	3	3	3	3	4	3	3	<b>3.20</b>	14
Cindy Arenberg Seltzer	4	4	4	4	4	5	5	4	4	3	<b>4.10</b>	10
Richard Campillo	2	3	2	3	3	3	4	3	2	3	<b>2.80</b>	16
Kristina West	4	4	4	4	4	5	4	4	4	4	<b>4.10</b>	10
Kirk Englehardt	5	5	4	5	5	5	5	5	4	4	<b>4.75</b>	3
Michael Asseff	5	5	4	4	4	5	4	5	4	4	<b>4.40</b>	7
Laurie Sallarulo	3	2	3	2	4	3	4	4	3	3	<b>3.10</b>	15
Outcome Avg	3.9	3.9	3.9	3.8	3.9	4.1	4.3	4.4	3.7	3.9	<b>4.0</b>	

The highest score was 5.0, the lowest score was 1.8 with the median score being 4.2.

## Section II – Goals

Below are the CEO goals for FY 20/21 approved by the Board along with my self-evaluation ratings.

### GOAL 1 Create a customer centered focus by delivering outstanding Eligibility, Enrollment and Payment Services

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 1 - Pillar 1: Deliver Outstanding Eligibility, Enrollment and Payment Services</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
1. Create a customer- centered focus	1.1 Achieve a minimum of 85% Parent Satisfaction for ELC Services.	99% Parent Satisfaction achieved. See Strat Plan 1.1					X
	1.2 85% of all calls to the Call Center will be answered. <b>Stretch Goal: 90%</b>	91% of calls answered in Call Center. See Strat Plan 1.2				X	
	1.3 <b>NEW:</b> Achieve a minimum of 85% Provider Satisfaction For ELC Services.	100% Provider Satisfaction achieved. See Strat Plan 1.5					X

**CEO Self Eval - Overall Rating: 5**

**Board Members Overall Rating: 4.3**

### GOAL 2 Increase quality of Early Education in the Community by providing Quality Early Care Opportunities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 2 - Pillar 2: Provide Quality Early Care Opportunities</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
2. Increase quality of Early Education in the Community	2.1 80% of educator respondents who participate in ELC trainings will show mastery of subject based on pre and post-testing. <b>Stretch Goal: 83%</b>	85% of respondents showed mastery of subject . See Strat Plan 2.2				X	
	2.2 <b>NEW:</b> ELC staff will conduct a minimum of 45 Educator Trainings per Quarter. <b>Stretch Goal: 50</b>	ELC Staff exceeded the 45 per quarter goal, averaged 50 trainings per quarter. See Strat Plan High Level #3			X		
	2.3 <b>NEW:</b> Provide a minimum of 8 trainings for Educators and Families on mental health, self-care, and trauma informed care	ELC Staff exceeded annual goal of 8 mental health trainings. Completed a total of 34 trainings in the year. See Strat Plan High Level #4					X

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 4.0**

**GOAL 3 Be a leader in advocacy of early childhood development and subsidized child care system**

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 3 - Pillar 3: Advocate for the Early Care and Education System</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
3. Be a leader in advocacy of early childhood development and subsidized child care system	3.1 Educate and advise 100% of Broward's Legislative Delegation on ELC Legislative priorities.	Met Goal of educating/advising Broward's Legislative Delegation on ELC Legislation. See Strat Plan 3.1			X		
	3.2 Meet and/or present to a minimum of 15 of the 31 Broward key municipality leadership, regarding ELC services, initiatives and possible partnerships opportunities	Exceeded Goal, met with 15 municipality leaders throughout the year at a minimum of once. 2 additional meetings/presentations given to several of the 15. See Strat Plan 3.3				X	
	3.3 NEW: Present ELC's Legislative priorities to at least 6 legislators (local/non-local) sitting on PreK - 12 Education Committees (House and Senate) and/or high ranking members of the Broward Delegation.	Exceeded Goal, met with 9 legislators throughout the year at a minimum of once. Additional meetings/presentations given to several other individuals. See Strat Plan 3.2				X	

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 3.9**

**GOAL 4 Forge stronger relationships with community partners and funders.**

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 4 Pillar 4: Forge Strong long term Strategic Partnerships</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
4. Forge stronger relationships with community partners and funders	4.1 Achieve 85% Satisfaction rating for ELC Services using the ELC Broward Partners Survey (for community partners with ELC staff out posted at their sites)	N/A - No outposted staff FY20-21 due to COVID 19	NA	NA	NA	NA	NA
	4.2 Form two (2) new strategic partnerships to expand client and staff resources to better serve the community.	Exceeded expectations with 7 Strategic Partnerships established - Nancy J Cotterman Center, WFSL-TV, Kids in Distress, Broward County AARLCC, Urban League, IOC, Women in Distress - See Strat Plan 4.2				X	
	4.3 NEW: ELC will introduce at least five (5) new community organizations or businesses to the ELC to educate them on ELC services and/or specific quality/educational initiatives.	Exceeded with 6 new community organizations. Nancy J Cotterman Center, WSFL-TV, Broward Black Elected Officials Association, Broward County AARLCC, Deerfield Beach African American Heritage Board, Community Foundation - See Strat Plan 4.4				X	

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 3.9**

## GOAL 5 Continue to build organizational capabilities

Scoring Grid:			Below Expectations 1	Needs Improvement 2	Meets Expectations 3	Exceeds Expectations 4	Outstanding 5
<b>GOAL 5 Pillar 5: Strengthen and Develop the ELC Broward Organization</b>							
Objective	Outcome	CEO Self Assessment/Year End Goal Status <i>(This section to be filled by CEO at FY end)</i>					
5. Continue to build organizational capabilities	5.1 A minimum of 85% of ELC staff will respond as "satisfied" or "very satisfied" via annual staff survey.	96% ELC staff satisfaction achieved (add'l details will be provided to the board)					X
	5.2 NEW: During the first quarter, each department will create a Training/Development Plan for their respective staff.  During quarters two, three and four, each department will implement the Training/Development Plan to ensure each employee receives training/development at least once per quarter	Developed tools to be utilized during Annual Staff Evaluation process, to establish specific staff training/development plans. See Strat Plan 5.2			X		
	5.3 NEW: During the first quarter, develop an Equity Plan with goals, to increase staff's awareness of Equity challenges in organizations and communities.  During quarters two, three and four, ELC will complete, at minimum 75% of those goals in order to increase awareness of inequities.	Due to COVID 3 of the 18 goals were placed on HOLD for this year. Of the remaining 15, 14 of them have been completed with the remaining one due to be completed by September 2022. Therefore 94% of goals were achieved during the FY20-21. See Strat Plan 5.3					X

**CEO Self Eval - Overall Rating: 4**

**Board Members Overall Rating: 3.9**

### Overall Results for 5 Goals/Outcomes

Indicators	Outstanding 5	Exceeds 4	Meets 3	Needs Improvement 2	Below Expectations 1	Rating Results
Scores	5	4	3	2	1	
Goal 1	9	5	2	1	0	4.3
Goal 2	5	8	3	1	0	4.0
Goal 3	3	11	2	1	0	3.9
Goal 4	3	11	2	1	0	3.9
Goal 5	3	11	2	1	0	3.9
Total	23	46	11	5	0	4.0

As can be seen the score overall for all 5 Goals/Outcomes is a 4.0 which equals **Exceeds Expectations**.

### Overall Results by Board Member

Responders	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Overall Rating	Rank
Carol Hylton	5	5	5	5	5	5.0	1
Cara Cerchione	2	2	2	2	2	2.0	17
William Karp	4	3	4	4	4	3.8	14
Angela Ludica	5	4	4	4	4	4.2	5
Zachary Talbot	5	5	4	5	4	4.6	3
Khalil Zeinieh	4	4	4	4	4	4.0	12
Ellen Schrot	5	4	4	4	4	4.2	5
Dawn Liberta	5	4	4	4	4	4.2	5
Amoy Reid	4	4.5	3.75	4	4.5	4.2	11
Monica King	5	5	4	4	4	4.4	4
Beverley Batson	3	3	3	3	3	3.0	15
Cindy Arenberg Seltzer	5	4	4	4	4	4.2	5
Richard Campillo	5	4	4	4	4	4.2	5
Kristina West	4	4	4	4	4	4.0	12
Kirk Englehardt	5	5	5	5	5	5.0	1
Michael Asseff	4	4	5	4	4	4.2	5
Laurie Sallarulo	3	3	3	3	3	3.0	15
Outcome Avg	4.3	4.0	3.9	3.9	3.9	4.0	

The highest score was 5.0, the lowest score was 2.0 with the median being 4.2.

### **SECTION III**

**This section is not weighted and is not used to calculate the CEO's overall performance score.**

#### **CHIEF EXECUTIVE OFFICERS STRENGTHS/SPECIAL ACHIEVEMENTS**

Specify the areas where the Chief Executive Officer has exhibited particular strength and special accomplishment during the evaluation period

##### **Board member comments:**

- Khalil Managing change and growth the past several years.
- Monica Seamless operation during the pandemic, increased trainings for providers, enhanced communication with parents and providers, new programming to increase early child care education to all parents, strong staff satisfaction, strong fiscal accountability and compliance
- Dawn Ms. Jaffe is transparent and is able to communicate effectively. She was able to not only manage the ELC goals but exceed them specifically in a time that has not been easy
- Michael Organized, Integrity, Honesty, diligent, Inclusive
- Laurie S I think Renee cares deeply about early childhood education and is committed to making it better. In a difficult year with lots of changes she handled it well. She is a very detailed person and is comfortable in the analysis of data. I am happy to see that Renee continues to work with a coach to continue to grow her leadership skills.

#### **CHIEF EXECUTIVE OFFICERS CAREER DEVELOPMENT GOALS/STRATEGY**

Outline areas you feel the Chief Executive Officer may additionally increase or improve knowledge and/or skills and include goal strategies, where possible.

##### **Board member comments:**

- Monica We have a unique opportunity with additional federal funding coming into early child care and education to make some hefty investments. Would like to see some innovative plans around how to make some long term impacts to the system.
- Michael Increase Community Involvement and Local Business development, continue to engage the Broward County 33 cities involvement
- Kristina Forge stronger relationships with business community.
- William ELC offers significant amount of training opportunities, but would serve the community better if trainings were mandatory for providers that are low performing.
- Cara Involve more providers regularly in round table discussions, board meeting agenda/New provider shares stories each meeting, unmute participants of PLAN meetings since those are supposed to be an opportunity for providers to give feedback, share issues, brainstorm, etc.
- Cara Correctly advocate for the providers of the community when new rules and regulations impose hardships.
- Cara Ensure that overpayments and underpayments are rectified within the period to avoid financial hardships to small businesses.
- Cara Allow staff members a chance to share talents and utilize those talents for improvements within the ELC and advocacy efforts.
- Laurie S Strategic planning

Laurie S Community leadership

Laurie S Stronger/Innovative long term vision for organization

## **GENERAL COMMENTS**

Detail comments about the Chief Executive Officers performance during the evaluation period.

### **Board member comments:**

Kirk Thank you for the outstanding work you do. You have a fabulous team and that speaks volumes about the organization and you as its leader. I look forward to working with you and the rest of the team in the coming year. As I learn more about the organization I want to do everything I can to support your goals and ensure you are successful.

Monica The CEO has done an excellent job in accomplishing the work of ELC during a challenging time.

Zachary The CEO is a great leader and has a great team. The work we are doing in the current environment is an unprecedented challenge. She has risen to meet it and exceeded our expectations/ and goals.

Dawn It has been great working with you over these last few years and look forward to many more, thank you for all the hard work you are doing.

Michael Outstanding Job both Renee and Staff during these difficult times.

Kristina I looked forward to learning more about the work Renee is doing this upcoming year. Since I am so new board, I was able to base on Renee's self-assessment, 2 board meetings and the joint meetings I have been a part of with Renee.

Richard Due to the lack of in person meetings and an inability to interact with the broader EL Community, it is difficult for me to assess the impact of Renee's actions. I do recognize that these past 2 years have been extraordinary and that overall I sense that Renee has done a very good job of maintain staff morale while managing to understand and support our provider's many challenges.

Laurie S I think when it comes to operations, Renee is fairly strong. The areas I suggest she can grow are in leadership, visioning, community presence. I'd like to see the board implement a 360 evaluation with senior level staff to get a better feel for strengths and areas to grow.

### **Overall Results**

17 of 20 Board members provided ratings and feedback on the FY 20/21 CEO Performance Evaluation, that represents an 85% response rate.

This report provides all of the comments provided for each of the sections along with the ratings for each of the 10 Indicators and the 5 Goals/Outcomes by total and by Board member.

After reviewing all of the above the final rating for the CEO is a 4.0 which Exceeds Expectations, although with information from the comments in all sections, the CEO has some areas, some Board members believe need to show some improvements.

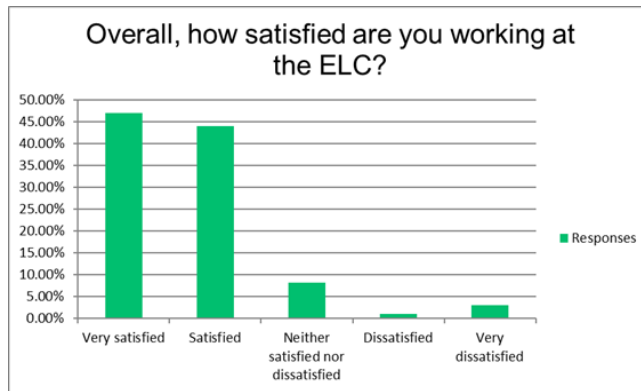
<b>ITEM/MEETING</b>	B221RB4 / BOARD
<b>DATE:</b>	September 13, 2021
<b>SUBJECT:</b>	ELC Staff Satisfaction Survey Results
<b>FOR ACTION:</b>	N/A
<b>RECOMMENDED ACTION:</b>	<b>None (ELC staff to develop action steps)</b>
<b>FINANCIAL IMPACT:</b>	None
<b>ELC STAFF LEAD</b>	Judith Merritt

**Background:**

Annually the ELC has conducted a Staff Satisfaction Survey in order to evaluate the staff’s satisfaction level, so that improvements and suggestions can be implemented.

**Current Status:**

During the week commencing August 2<sup>nd</sup> 2021 the staff were provided the opportunity to respond to the Annual Staff Satisfaction Survey via Survey Monkey. We sent out several reminders to encourage staff to engage in this opportunity to voice their opinions and thoughts in order to enhance their work experience. Of the 154 staff employed at that time, 98 responded, giving ELC a 64% response rate. Of those survey respondents 96% of them responded that they were Satisfied working at the ELC. This is in line with last year’s overall satisfaction rate which was 94%. Below is a graphical depiction of the satisfaction level.



There was representation from all departments in those that responded to the survey. The survey was anonymous, however, ELC asked staff to identify their department to ensure we did obtain responses for each area. The report highlights the responses from the specific departments.

Staff were asked to rank their satisfaction or dissatisfaction with specific areas, below is a depiction of their percentage of satisfaction, of which only one area fall’s below 90% satisfaction rate.



Area/Topic	Satisfaction Rating
My working relationships	100%
ELC's ability to impact lives	100%
ELC's culture	97%
My actual day to day activities	95%
The Management Team	95%
The morale within ELC	95%
ELC staff's respect for one another	94%
ELC's working environment	94%
My job-related training	94%
ELC's dedication to diversity	93%
My Supervisor	92%
Executive Team Communications	91%
Level of support	91%
My compensation	76%

Staff were asked to rank the areas of improvement that the ELC needed to address. Below is a depiction of the areas requiring improvement with “recognizing strong performance” ranking as the most in need of improvement followed by “competitive compensation”

Answer Choices	
Recognizing strong performance	43%
Competitive compensation	33%
Pay equity practices	31%
Managing workload	30%
Work/Life Balance	27%
Perks and Benefits	24%
Job training	22%
Other	22%
Opportunities for growth	21%
Communication with mgt	18%
Communication with manager	13%
Diversity of staff	9%
Providing challenging work	4%
Providing meaningful work	2%

ELC staff and management will review the results of this year’s survey in order to make a plan to address those areas identified as needing improvements. ELC is contracting with Energage to conduct an external independent staff satisfaction survey which will occur in October 2021. Results will be shared with the board in December.

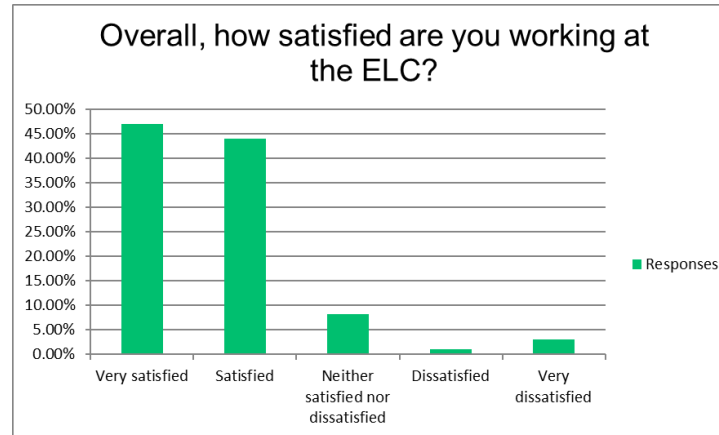
**Supporting Documentation:**

- Employee Satisfaction Survey FY 20-21

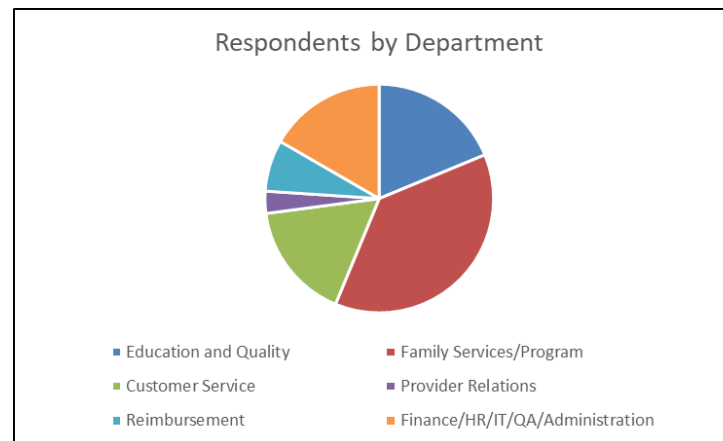
### Employee Staff Satisfaction Survey FY 20/21

Staff were asked to complete an Employee Satisfaction Survey during the week commencing August 2, 2021. Staff were informed that the survey was confidential and that in order to improve our employee satisfaction it was imperative for them to respond and provide feedback on what is/is not working. Staffs satisfaction was measured on a 5-point scale: 1 Very dissatisfied, 2 Dissatisfied, 3 Neither Satisfied or Dissatisfied, 4 Satisfied, 5 Very Satisfied.

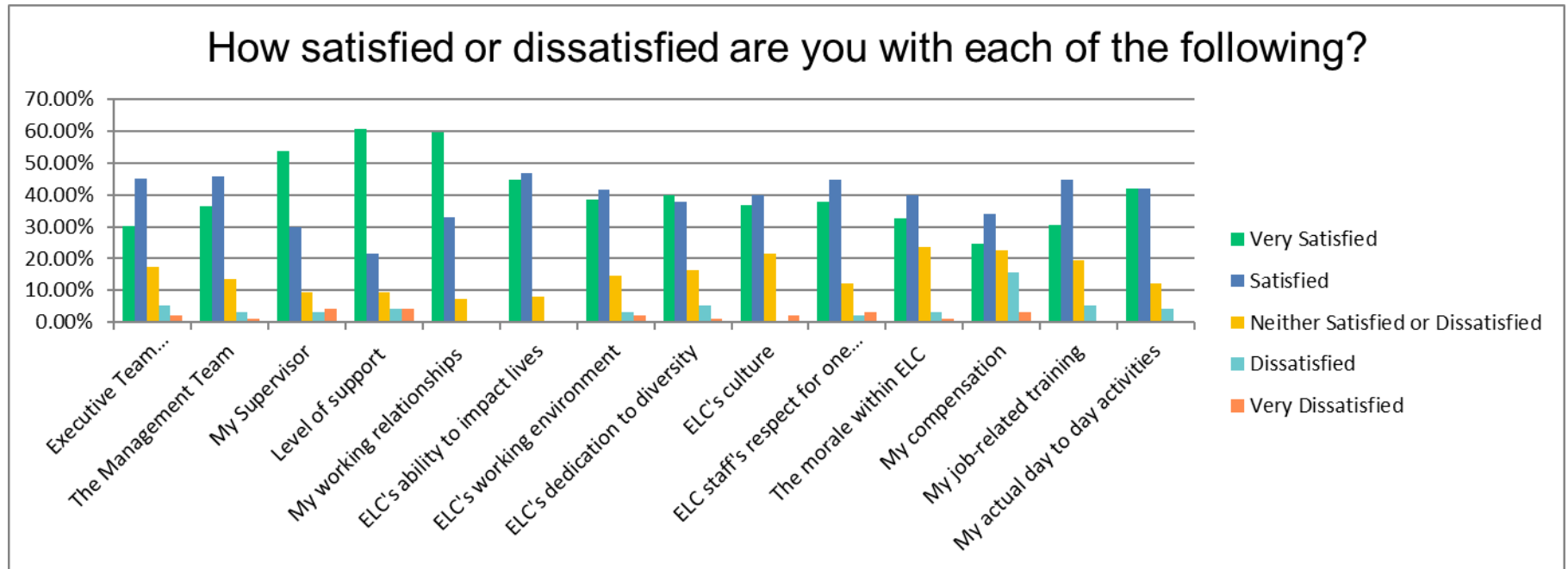
ELC received a total of 98 responses from the 154 employees who are currently employed, giving an overall response rate of 64%. The survey comprised of 4 questions, with the overall satisfaction question #4 providing a 96% overall satisfaction rating.



Staff completing the survey were from the following departments/areas, Family Services made up 38% of respondents, while 19% were from Quality and Education followed by 17% from Customer Service, 7% from Reimbursement, 3% from Provider Relations with the remaining 16% coming from the Finance/HR/QA/Administration teams.



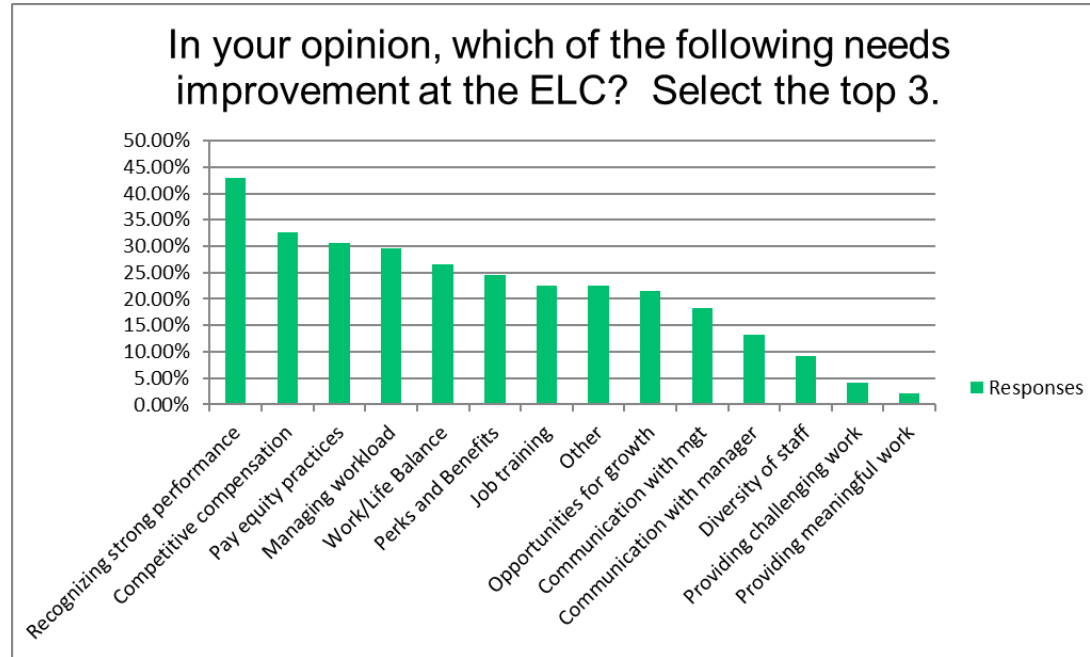
**Question 2** asked the staff for their level of satisfaction for various elements, below is the graphical representation of their satisfaction level(s).



100% of those that responded were happy with their working relationships and ELC's ability to positively impact lives. All areas listed above scored in the 90% plus range except for staff's satisfaction with compensation which score only 76%, hence this was the area staff were most dissatisfied with, with 24% of those responding indicating they were not satisfied with their compensation.

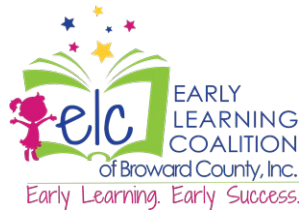
Area/Topic	Satisfaction Rating
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ELC's working environment	94%
My job-related training	94%
ELC's dedication to diversity	93%
My Supervisor	92%
Executive Team Communications	91%
Level of support	91%
My compensation	76%

**Question 3** asked the staff to rank the areas that need improvement. Below are the responses by ranking

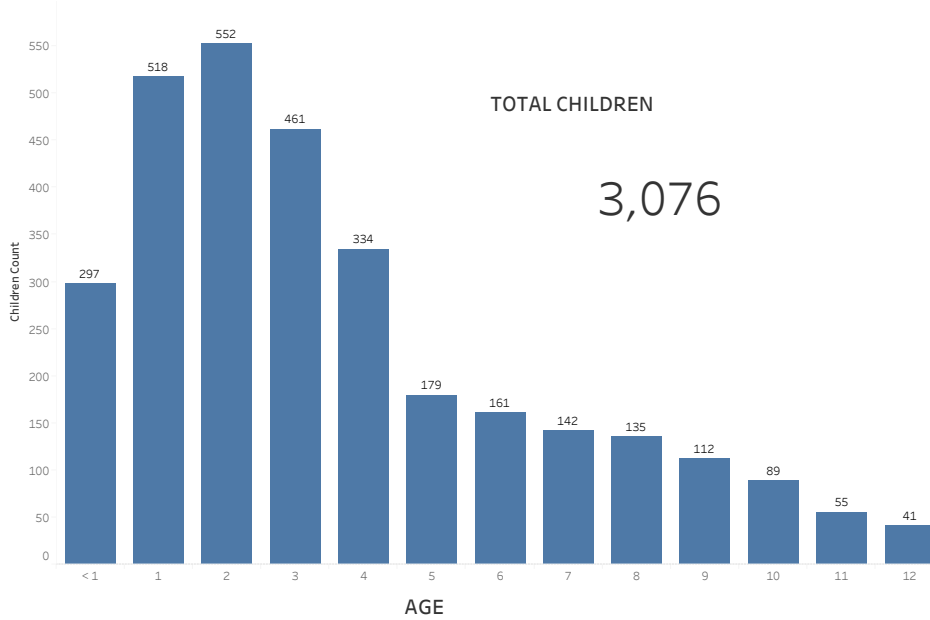


Below are the areas ranked in need of improvement.

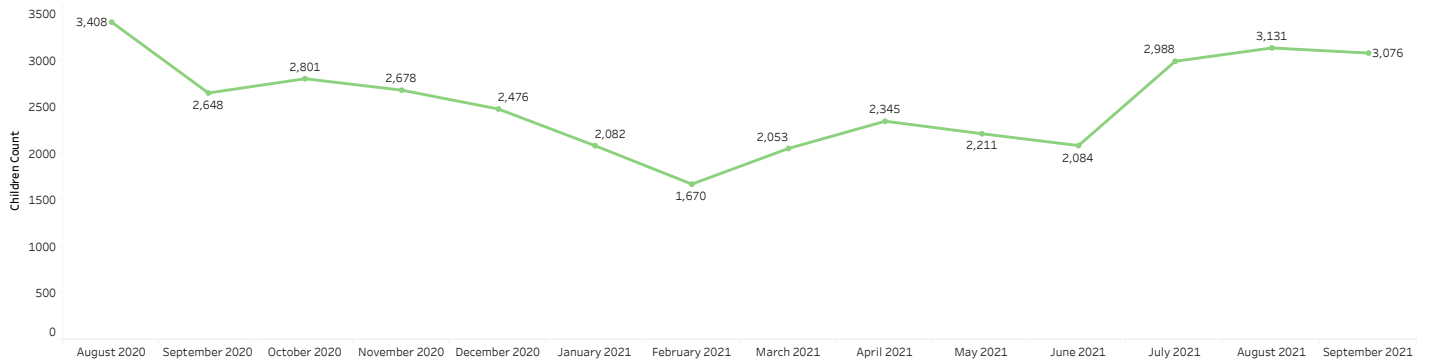
Answer Choices	
Recognizing strong performance	43%
Competitive compensation	33%
Pay equity practices	31%
Managing workload	30%
Work/Life Balance	27%
Perks and Benefits	24%
Job training	22%
Other	22%
Opportunities for growth	21%
Communication with mgt	18%
Communication with manager	13%
Diversity of staff	9%
Providing challenging work	4%
Providing meaningful work	2%



Waitlist Children by Age as of 9/8/2021



Prior Month	Children Count	+/-	%
Aug 2020	3,408	-401	-12%
Sep 2020	2,648	-760	-29%
Oct 2020	2,801	153	5%
Nov 2020	2,678	-123	-5%
Dec 2020	2,476	-202	-8%
Jan 2021	2,082	-394	-19%
Feb 2021	1,670	-412	-25%
Mar 2021	2,053	383	19%
Apr 2021	2,345	292	12%
May 2021	2,211	-134	-6%
Jun 2021	2,084	-127	-6%
Jul 2021	2,988	904	30%
Aug 2021	3,131	143	5%
Sep 2021	3,076	-55	-2%



<b>Funder or Vendor Name</b>	<b>Amount</b>	<b>Purpose</b>	<b>Type</b>	<b>Term</b>	<b>Status</b>
Division of Early Learning	\$97,682,827	<i>School Readiness, VPK &amp; PDG</i>	Revenue	7/1/21-6/30/22	Active
Broward County	\$2,342,795	<i>SR Match &amp; Special Needs</i>	Revenue	10/1/20- 9/30/21	Active
Children's Services Council	\$4,592,700	<i>Financially Assisted Child Care</i>	Revenue	10/1/20-9/30/21	Active
Children's Services Council	\$4,196,000	<i>Vulnerable Populations</i>	Revenue	10/1/20-9/30/21	Active
City of Fort Lauderdale	\$41,249	<i>SR Match Funds</i>	Revenue	10/1/20-9/30/21	Active
City of Pompano Beach	\$22,500	<i>SR Match Funds</i>	Revenue	10/1/20-9/30/21	Active
United Way	\$130,000	<i>SR Match Funds</i>	Revenue	7/1/21-6/30/22	Active
Children's Forum, Inc.	\$225,450	<i>INCENTIVE\$® Program</i>	Sub-recipient	7/1/21-12/31/21	Extended
First Call for Help/211	\$461,092	<i>Community Referral Services</i>	Sub-recipient	7/1/21-6/30/22	Active
Abila	\$6,200.10	<i>MIP Accounting Software</i>	Vendor	6/20/21-6/19/22	Active
Accessible Comm for the Deaf	\$1,300	<i>Interpretation Services</i>	Vendor	8/13/18 Ongoing	Active
AT&T	\$50,000	<i>Cell Phones and Hot Spots</i>	Vendor	7/1/21-12/19/21	Active
Biometrics4All, INC.	\$840	<i>Live Scan Software Support</i>	Vendor	7/1/21-6/30/22	Active
BlueJean Software, Inc.	\$33,000	<i>Hosting and Support Services</i>	Vendor	7/1/21-6/30/22	Active
Business Leadership Institute	\$50,000	<i>Business Development</i>	Vendor	7/1/21-6/30/22	Active
Causetech DBA Achieve	\$7,988	<i>Website Hosting &amp; Support/Maintenance</i>	Vendor	7/1/21-6/30/22	Active
CLASS Observers (6)	\$33,500ea	<i>Independent CLASS Observers</i>	Vendor	7/1/21-6/30/22	Active
Comcast	\$4,368	<i>Internet</i>	Vendor	7/1/21-6/30/22	Active
Compensation Resources	\$34,650	<i>Competitive Market Study</i>	Vendor	8/6/21-6/30/22	Active
Crown Castle	\$2,100	<i>Internet</i>	Vendor	3/3/21-8/1/21	Active
Crown Center	\$416,078	<i>Office Lease (est. annual cost)</i>	Lease	2/1/19-1/31/29	Active
FL Dept of Law Enforcement	\$1,863	<i>LiveScan Service (annual cost)</i>	Vendor	10/29/18-Ongoing	Active
Intermedia.net, Inc.	\$21,540	<i>Office 365</i>	Vendor	7/12/21-7/12/22	Active
Jacob Jackson	\$90,000	<i>Legal Services</i>	Vendor	4/1/21-3/31/22	Active
Keefe McCullough, LLP	\$42,500	<i>External Audit Preparation</i>	Vendor	7/1/21-6/30/22	Active
LeBoffe & Associates LLC	\$8,000	<i>Senior Team Retreat/Follow up</i>	Vendor	7/1/21-9/30/21	Active
One Beat	\$7,200	<i>CPR/First Aid Training for Providers</i>	Vendor	9/1/21-6/30/22	Active
Piccolo Picasso LLC	\$25,000	<i>Online Learning Platform</i>	Vendor	7/1/21-6/30/22	Active
School Board Broward County	\$10,210.60/yr	<i>Gulfstream Early Learning Ctr</i>	Lease	9/5/19-9/5/22	Active
Sharp (State Term Contract)	\$14,353.12	<i>Copier and Printer Rental</i>	Vendor	11/1/20-9/1/25	Active
Teaching Strategies Gold	\$19,425	<i>Child Assessment Software</i>	Vendor	7/1/21-6/30/22	Active
Trusaic	\$6,500	<i>Monthly Fee for up to 500 W2's</i>	Vendor	6/1/2021-6/30/2022	Active
Vantiv Health, LLC	\$12,000	<i>Appointment Software License</i>	Vendor	7/1/20-6/30/21	Pending
Webauthor	\$65,000	<i>CRM Software</i>	Vendor	7/1/21-6/30/22	Active
Brown & Brown	\$0	<i>Information Sharing Agreement</i>	MOU	8/1/20-7/31/26	Active
Broward County	\$0	<i>Crisis Intervention &amp; Support</i>	MOU	11/18/20-11/17/25	Active
Child Abuse Prevention - CAPTA	\$0	<i>Interagency Referrals</i>	MOU	9/1/21-8/31/26	Active
School Board Broward County	\$0	<i>Community Partnership</i>	MOU	TBD-6/1/2045	Pending
Seventeenth Circuit Court	\$0	<i>Cooperation Agreement</i>	MOU	6/23/20-Ongoing	Active
University of Florida	\$0	<i>Data Use Agreement</i>	MOU	1/1/19-Ongoing	Active
Women in Distress	\$0	<i>Community Partnership</i>	MOU	10/1/21-9/30/22	Pending

<u>Date</u>	<u>Time</u>	<u>Trainer</u>	<u>Training</u>	<u>Location</u>
Saturday 9/4/2021	11am – 12:30pm	Ana Avalos-Atkinson & Stephanie Templin, Q&E Coaches, ELC	Dual Language Learners	ELC
Thursday 9/9/2021	7pm – 2:30pm	Agnieszka Boddie & Jasmine Rhinehart, Q&E Coaches, ELC	Back to the Basics: Developmentally Appropriate Practice for Infants and Toddlers	ELC
Saturday 9/11/21	9am – 4pm	Business and Leadership Institute for Early Learning (BLI)	Business and Leadership Institute for Early Learning (BLI)	ELC*
Tuesday 9/14/2021	7pm – 8:30pm	Ana Avalos-Atkinson, Q&E Coach, ELC	Throwback Thursday CLASS Training – Spanish	Webinar
Tuesday 9/21/2021	7pm – 8:30pm	Stephanie Templin & Debra Cruz, Q&E Coaches, ELC	Building Community in the Pre-K CLASSroom	Webinar

All trainings appear on the ELC website on the calendar.

<https://www.elcbroward.org/events>

## FYI – Cash Disbursements

In accordance with ELC Cash Disbursement Policy Approved September 12, 2019 cash disbursements issued by ELC in amounts greater than \$1,000 and less than \$35,000 are submitted to the ELC Board for review monthly.

### Cash disbursement for June 2021

Vendor Name	Amount	Purpose
211 Broward	32,166.95	May 2021 Invoice
Abila	5,286.69	Annual Accounting Software Renewal for 6/20/21 - 6/19/22
ADP, Inc.	1,903.34	Processing Charges for May 29, 2021
AT&T Mobility	4,388.05	Cell Phone and Data Charges for June 2021
Audacy Operations, Inc.	1,626.68	Radio Ads to promote Broward Bookworm Campaign for May 2021
Bluejean Software, Inc.	4,506.25	Cloud Hosting & Maintenance & Support for May 2021
Broward Family Life Magazine, Inc.	2,145.00	March 2021 Issue (Education Family Resource)
Business Card	4,302.42	Bank of America Ops purchases C. Klima (No Individual Items > \$1,000)
Business Card- Intermedia	3,387.89	Email Hosting for May 2021
Business Card- Intermedia	3,417.02	Email Hosting for June 2021
CDW Government, Inc	1,797.50	Keyboards, Rolling bags, Webcam & Headsets
Colonial Life & Accident Insurance Co.	5,142.80	June 2021 Employee Health Benefits
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 6/1/21 - 6/30/21
Dell Marketing L.P.	2,830.00	Dell Dock & Slim Adapter
Guardian	9,288.21	July 2021 Employee Health Benefits
Hillspoint Recourses, Inc.	12,150.00	Mental Health Support Train. for Providers & Families 4/ 21
Hillspoint Recourses, Inc.	17,550.00	Mental Health Support Train. for Providers & Families 5/2021
Humana Insurance Co.	1,035.09	July 2021 Employee Health Benefits
Internal Revenue Service	18,915.50	Payment for Dillard Park Daycare Center
Jacob C. Jackson, P.A.	5,086.30	Legal Services May 2021
Jill Calhoun	2,450.00	Class Observer May 2021
K&G, LLC.	1,500.00	Online Vendor Registration & Payment Capabilities for BECE Website
Lianne Betancourt	5,950.00	Class Observer May 2021 & June 1-3
Maria Caro	4,200.00	Class Observer May 2021
Maria Lopez	3,850.00	Class Observer May 2021
Mitel Cloud Services	4,442.83	Telephone Services for June 2021
The Lincoln National Life Insurance Co.	7,086.56	July 2021 Employee Health Benefits
Webauthor.com LLC	5,000.00	CRM Software License & Hosting June 2021
Amazon.com	2,999.80	Monitors For Customer Service Staff



## FYI – Cash Disbursements

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### Cash disbursement for July 2021

Vendor Name	Amount	Purpose
ADP, Inc.	1,951.41	June 2021 Processing Charges
Allison Golden	5,958.34	5/21 Mental Health Train. for Child Care Providers/Families
Allison Golden	7,041.67	6/21 Mental Health Train. for Child Care Providers/Families
Ann Marie Calderon	1,050.00	June 2021 Class Observer
AT&T Mobility	4,382.52	Cell Phone and Data Charges July 2021
Bluejean Software, Inc.	1,550.00	Cloud Hosting & Maintenance & Support for June 2021
Broward Family Life Magazine, Inc.	1,250.00	May 2021 Issue (EBlast to promote Bookworm Campaign)
Business Card	7,829.61	Bank of America Ops purchases C. Klima (No Individual Items > \$1,000)
Business Card-Amazon	2,999.80	Monitors for Customer Service Staff
Business Card-Intermedia	3,573.08	Email Hosting for July 2021
Citrix Systems, Inc.	21,141.00	Cloud Storage Services 7/1/21 - 6/30/22
Constant Contact	2,814.00	Email Marketing for 11/2/21 - 11/1/22
Crown Castle Fiber, LLC.	1,050.00	Internet Charges for 7/1/21 - 7/31/21
Family Central, Inc.	3,676.00	Training Proposal Reviews for Conferences
Trusaic	1,250.00	Jan - May 2021 Monthly Recurring Fee for W2's
Fort Lauderdale Crown Center, LLC.	31,913.18	July 2021 Rent Suite. 301
Ileana Felipe Santos	2,450.00	June 2021 Class Observer
Indeed	4,804.93	May 2021 Job Posting
Indeed	4,217.69	June 2021 Job Posting
Jacob C. Jackson, P.A.	7,315.00	Legal Services for June 2021
Jill Calhoun	1,400.00	June 2021 Class Observer
Jumpstart for Young Children, Inc.	11,152.29	Books for 2020 Read for the Record for Pre-K Students
Junior Achievement of S. Florida, Inc.	2,500.00	Educational Sponsor-Junior Achievers Inspire
Kimesha House	1,750.00	June 2021 Class Observer
KnowBe4, Inc.	3,240.00	Security Awareness Training for FY21-22
Lianne Betancourt	3,150.00	June 2021 Class Observer 6/10 -6/24/21
LogMeIn USA, Inc.	2,388.00	Go to Webinar Pro Renewal 3/26/21 - 3/27/22
LogMeIn USA, Inc.	7,164.00	Go to Webinar Pro Renewal 3/27/21 - 3/26/22
LogMeIn USA, Inc.	2,388.00	Go to Webinar Pro Renewal 4/15/21 - 4/14/22
Maria Lopez	4,900.00	June 2021 Class Observer
Mitel Cloud Services	4,689.41	Telephone Services for July 2021
Nova Casualty Company	15,740.52	Property, Gen. Liability & Umbrella 7/1/21 - 6/30/22
Robert Half International	1,708.98	Accounting Temp-J. Hudson 6/21-6/25/21
Robert Half International	1,596.00	Accounting Temp-J. Hudson 6/26 -7/2/21
Robert Half International	1,695.75	Accounting Temp-J. Hudson 7/10 -7/16/21
Robert Half International	1,344.00	Accounting Temp-J. Hudson 7/3 -7/9/21
The School Board of Broward County	1,318.97	Sept. 19'-Aug. 20' Balance owed per contract 3% increase
Travelers Casualty & Surety Co.	18,017.00	Cyber Security Policy Effective 5/12/21 - 5/12/22
United States Postal Service	1,800.00	Postage for July - October 2021
Webauthor.com LLC	5,000.00	CRM Software License & Hosting July 2021



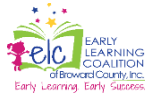
## Match YTD Match Fundraising Report

Funder	Secured FY20/21	Requested FY21/22	Status as of 8/30/21
Coconut Creek	\$ 25,690	\$ 25,684	Recommended for Funding
Cooper City		5,000	No Funding Available
Coral Springs (Community Chest)	500	5,000	Application in Process
Dania Beach		15,000	Recommended for Funding
Davie		40,000	Application not Available
Deerfield Beach		15,000	Recommended for Funding
Ft. Lauderdale	41,249	41,249	Recommended for Funding
Hallandale	10,000	10,000	Recommended for Funding
Hollywood	10,000	20,000	Recommended for Funding
Lauderdale By The Sea	2,000	2,000	Recommended for Funding
Lighthouse Point		1,000	Recommended for Funding
Lauderdale Lakes		3,000	Pending Response
Lauderhill		2,000	No Funding Available
Margate	1,000	1,000	Recommended for Funding
Miramar	2,500	5,000	Recommended for Funding
North Lauderdale	5,000	5,000	Recommended for Funding
Oakland Park		10,000	Application in October
Parkland		3,000	Recommended for Funding
Pembroke Park (Town)		1,000	Pending Response
Pembroke Pines	35,000	35,000	Recommended for Funding
Plantation		22,000	Recommended for Funding
Pompano Beach	20,000	40,000	Recommended for Funding
Tamarac		10,000	Pending Response
Sunrise	55,890	55,890	Recommended for Funding
Southwest Ranches		2,000	Pending Response
West Park		5,000	Pending Response
Weston		10,000	Applications in December
Wilton Manors		10,000	Pending Response
<b>Total Municipalities (SR)</b>	<b>\$ 208,829</b>	<b>\$ 399,823</b>	<b>Total Requested FY21</b>
United Way	130,000	130,000	Committed as of July 1, 2021
Child Care Providers	500,000	500,000	Committed as of July 1, 2021
Broward County	1,490,872	1,677,231	Committed as of July 1, 2021
CSC	2,448,527	2,673,276	Committed as of July 1, 2021
<b>Total All Match</b>	<b>\$ 4,778,228</b>	<b>\$ 5,380,330</b>	<b>Total SR Match</b>

ELC of Broward County

Committee Membership 2021-2022

COMMITTEE	Member Name	Seat	By Laws
<b>EXECUTIVE</b>	<i>Members consist of the Chair, First Vice-Chair, Second Vice-Chair, Secretary, Treasurer, Immediate Past Chair (if applicable) and each of the chairs of the Standing Committees)</i>		
Officer	Laurie Sallarulo	Chair	effective 4/2014 - Governor appointment
Officer	Dawn Liberta	First Vice Chair	effective June 2020 -
Officer	Twan Russell	Second Vice Chair	effective June 2020 -
Officer	Monica King	Secretary	effective June 2020 -
Officer	Cindy Arenberg Seltzer	Treasurer	effective June 2020 -
	Khalil Zeinieh	Program Review Chair	
	Michael Asseff	Nominating Com. Chair	effective June 2020 -
	Richard Campillo	Audit Com. Chair	
<b>FINANCE</b>	<i>Members appointed by the Chair. Reports directly to the Board and shall consist of at least (5) five Members.</i>		
	Cindy Arenberg Seltzer	Chair	
	Renee Podolsky	Member	
	Laurie Sallarulo	Member	
	Zachary Talbot	Member	effective June, 2020
	Twan Russell	Member	
<b>PROGRAM REVIEW</b>	<i>Members appointed by the Chair. Ad Hoc members with particular expertise may be appointed to assist in the given particular area of program. Reports directly to the Board and shall consist of at least (3) members.</i>		
	Khalil Zeinieh	Chair	effective 6/2020
	Laurie Rich Levinson	Member	
	Dawn Liberta	Member	
	Laurie Salarullo	Member	
	Renee Podolsky	Member	
	Richard Campillo	Member	
	Cindy Arenberg-Seltzer	Member	
	Cara Cerchione	Member	effective 10/2019
<b>AUDIT</b>	<i>Members elected by Board. Consists of at least (5) five Members. Ad Hoc Members may be appointed to assist in accounting or financial management experience. No more than (1) one Member of the Finance Committee shall be a Member of the Audit Committee and in no event shall the chair of the Finance Committee be a Member of the Audit Committee.</i>		
	Richard Campillo	Chair	effective 7/1/18
	Michael Asseff	Member	
	Twan Russell	Member	effective 12/9/16
	Monica King	Member	effective 4/7/17
	Beverley Batson	Member	effective 12/19/19
<b>GOVERNANCE</b>	<i>Members Elected by Board. Consists of at least (5) five Members. First Vice Chair shall serve as chair of the Governance Committee</i>		
	Dawn Liberta	Chair	effective 6/30/20-
	Cara Cerchione	Member	effective 6/2019
	Michael Asseff	Member	effective 6/2020
	Carol Hylton	Member	effective 2/2021
	Laurie Salarullo	Member	
<b>NOMINATING</b>	<i>Members Elected by Board. Consists of at least (3) three Members who are not Officers of the Coalition</i>		
	Michael Asseff	Chair	effective 6/2020
	William Karp	Member	effective 6/2019
	Twan Russell	Member	
	Dr. Amoy Reid	Member	effective 12/19/19
	Laurie Salarullo	Member	
<b>AD HOC FUNDRAISING</b>	Michael Asseff	Chair	established 2/13/20
	Amoy Reid	Member	effective 2/13/20
	Cara Cerchione	Member	effective 2/13/20
	Richard Campillo	Member	effective 2/13/20
	Twan Russell	Member	effective 2/13/20
	Michael Asseff	Member	effective 2/13/20
<b>AD HOC STRAT PLANNING</b>	Richard Campillo	Chair	effective 3/2021
	Monica King	Member	effective 3/2021
	Cara Cerchione	Member	effective 3/2021
	Dawn Liberta	Member	effective 3/2021
	Laurie Salarullo	Member	effective 3/2021



**Early Learning Coalition of Broward County  
Board Attendance Chart FY 20-21**

Member	1st Term Started	1st Term Exp	Sept 23	Nov 9	Dec 21	Feb 17	Apr 12	May 10	Jun 21	TOTAL FY ABSENCES
1 Angela Iudica	9.7.17	N/A	V		ABS	V	ABS	V		2
2 Cara Cerchione	4.4.19	N/A	V		V	V	V	V		0
3 Cindy Arenberg Seltzer	1999	N/A	V		V	V	V	V		0
4 Dawn Liberta	6.2018	N/A	V		V	V	V	V		0
5 William Karp	4.2019	N/A	ABS		V	V	ABS	ABS		3
6 Ellie Schrot	6.2014	N/A	V		V	V	V	V		0
7 Khalil Zeinieh	5.12.17	6.30.21	V		V	ABS	V	V		1
8 Monica King	5.12.17	6.30.21	V		V	V	V	V		0
9 Laurie Rich Levinson	11.2014	N/A	V		ABS	ABS	V	V		2
10 Laurie Sallarulo	4.2014	4.2018	V		V	V	V	V		0
11 Michael Asseff	5.7.2013	5.7.2018	V		V	V	P	V		0
12 Renee Podolsky	6.2014	N/A	V		ABS	V	P	V		1
13 Richard Campillo	5.12.17	6.30.21	V		V	V	ABS	V		1
14 Twan Russell	2.2016	N/A	ABS		V	V	P	ABS		2
15 Dr. Amoy Reid	9.2019	N/A	V		ABS	V	V	V		1
16 Beverly Batson	9.2019	N/A	V		V	V	V	V		0
17 Zachary Talbot	2.2020	N/A	V		V	ABS	P	P		1
18 Carol Hylton	9.2020	N/A	N/A		V	V	ABS	ABS		2
19 Kristina West	4.2021	N/A						V		
20 Kirk J. Englehardt	4.2021	N/A						V		
21 VACANT - Gub. private sector										
<b>MEMBERS WHO LEFT DURING FY 20-21</b>										
<b>Mason Jackson retired</b>	9/30/2020									

## FYI - ELC Broward Glossary of Terms (August 2019)

Rev. 7/2019Subject	Acronym	Definition
Ages and Stages Questionnaire®	ASQ	A developmental and social-emotional screening for children from one month to 5 ½ years. Highly reliable and valid, ASQ looks at strengths and trouble spots, educates parents about developmental milestones, and incorporates parents' expert knowledge about their children.
Association of Early Learning Coalitions	AELC	The Association of Early Learning Coalitions (AELC) is an organization comprised of 31 Early Learning Coalitions throughout the State of Florida. The AELC supports the role of the Early Learning Coalitions to develop and administer a comprehensive school readiness program and voluntary pre-kindergarten program that prepares preschool children to succeed in school and in life Each Early Learning Coalition's service area is as unique as the population it serves, with some Coalitions serving a single county while others are serving two to seven counties.
Billing Group	BG	<p>An eligibility category that aligns with Chapter 411, Florida Statutes, which describes the different groups or defined categories of children served; a category of direct service costs. The following defines the various billing groups:</p> <p><b>BG1 – At Risk Populations:</b> School readiness services for a child in a family that is: referred for investigation by the Broward Sheriff's Office (BSO); under the supervision of ChildNet (in home, foster care or relative/no relative placement); in the custody of a parent who is homeless, as verified in law; in the custody of a parent who is the victim of domestic violence, residing in a certified DCF shelter or; actively participating in a diversion program as required by law.</p> <p><b>BG3 – Temporary Assistance for Needy Families (TANF), also referred to as Temporary Cash Assistance (TCA)</b> Families who are receiving TCA, and subject to the federal work requirements.</p> <p><b>BG3R – Relative Caregiver</b> Child who is in receipt of the Relative Caregiver (RCG) payment, who is adjudicated by a Florida court and placed in the home of a relative through ChildNet.</p> <p><b>BG5 – Transitional Child Care (TCC)</b> Family that is transitioning from the receipt of TCA (from a workforce program) into employment, as defined by law.</p> <p><b>BG8 – Income Eligible</b> Family that is economically disadvantaged. Parent must meet income and work requirements, which include employment, educational activities or disability.</p> <p><b>CSC – Children's Services Council Vulnerable Populations Program</b> Eligibility mirrors the Income Eligible (BG8) criteria. Other conditions may be set by CSC, on an as needed (case-by-case) basis.</p>
Categories Exempt from Licensing		Certain religious affiliated and non-public schools may be exempt from licensure but must register with Broward County and receive approval prior to operating. Programs for children grades six and above and summer day camps for elementary school aged children are exempt from licensure.
Center-Based Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children in a nonresidential setting for fewer than 24-hours a day per child.
Child Assessment		<p>An individual assessment performed on each child for the purpose of measuring the child's growth in specific developmental domains. Child care providers who perform this detailed assessment can be reimbursed at a higher rate per child.</p> <p>Teaching Strategies Gold (TSG) is one of three ongoing assessment tools that is approved by OEL for child care providers to receive a Quality Performance Incentive Differential. TSG helps teachers observe children during regular everyday activities, plan for their development and assess their needs. Training is needed to become a reliable observer in the tool.</p>
Child Care Development Fund	CCDF	The federal Child Care and Development Fund (CCDF) is an aggregate of several funding sources that is distributed in block grants by the federal government to the states and territories. The majority of the funds are to be used to provide child care services to families who meet certain income and need criteria. A portion of the funding (at least 4 percent of the block grant amount) is to be used for activities to improve the quality of child care. Another portion (not to exceed 5 percent of the block grant amount) is to be used to pay for costs of administering the CCDF. The purpose of the CCDF is to increase the availability, affordability, and quality of child care services.
Child Care Development Plan		Every two years, states and territories receiving CCDF funds must prepare and submit to the federal government a plan detailing how these funds will be allocated and expended.

Child Care Licensing		The child care licensing program is a component of the services provided by Department of Children and Families. The program is accountable for the statewide licensure of Florida's child care facilities, specialized child care facilities for the care of mildly ill children, large family child care homes and licensure or registration of family day care homes. The purpose of the program is to ensure a healthy and safe environment for the children in child care settings and to improve the quality of their care through regulation and consultation. The department ensures that licensing requirements are met through on-going inspections of child care facilities and homes, thus preventing the continued operation of substandard child care programs
Child Care Resource and Referral Program	CCR&R	The Child Care Resource and Referral Network is dedicated to helping families find answers to their questions regarding how to identify quality child care and early education programs. The CCR&R program also conducts a search for providers that meet the specific needs of the family; the CCR&R program also provides information and community resources that may benefit the entire family.
Children's Services Council	CSC	A Children's Services Council is a local government body that oversees funding for programs and services that improve the lives of children and their families. Chapter 125 of Florida Statutes governs the creation and operation of a Children's Services Council, commonly referred to as a CSC. Florida is the only state in the nation that empowers communities to create a local government with the sole purpose of investing in the well-being of families.
Child Development Associate	CDA	A nationally recognized early childhood professional credential awarded to individuals who successfully complete the nationally established requirements of the CDA program to work with young children.
Classroom Assessment Scoring System™	CLASS	The Classroom Assessment Scoring System™ (CLASS™) is an observational tool that provides a common lens and language focused on classroom interactions that boost student learning. This tool is used as the basis for the State of Florida's Quality Rating System, and CLASS scores are used to calculate payment differentials for child care facilities serving subsidized children.
Continuing Education Units	CEUs	A measure used to track continuing education; in general, a CEU is defined as 10 clock hours of participation in a recognized continuing education program with qualified instruction and sponsorship through an accrediting CEU body.
Enhanced Field System Modernization	EFS Mod	The billing system currently in use for early learning programs.
Environment Rating Scales	ERS	The Early Childhood Environment Rating Scales are designed to assess process quality in an early childhood or school age care group. Process quality consists of the various interactions that go on in a classroom between staff and children, staff, parents, and other adults, among the children themselves, and the interactions children have with the many materials and activities in the environment, as well as those features, such as space, schedule and materials that support these interactions. Process quality is assessed primarily through observation and has been found to be more predictive of child outcomes than structural indicators such as staff to child ratio, group size, cost of care, and even type of care, for example child care center or family child care home (Whitebook, Howes & Phillips, 1995).  There are four environment rating scales, each designed for a different segment of the early childhood field: <a href="#">(ECERS-R) The Early Childhood Environment Rating Scale-Revised</a> <a href="#">(ITERS-R) The Infant/Toddler Environment Rating Scale-Revised</a> <a href="#">(FCCERS-R) The Family Child Care Environment Rating Scale-Revised</a> <a href="#">(SACERS) The School-Age Care Environment Rating Scale</a>
Federal Poverty Guidelines	FPL	The set minimum amount of gross income that a family needs for food, clothing, transportation, shelter and other necessities. In the United States, this level is determined by the Department of Health and Human Services. FPL varies according to family size. The number is adjusted for inflation and reported annually in the form of poverty guidelines. Public assistance programs, such as Medicaid in the U.S., define eligibility income limits as some percentage of FPL. The poverty guidelines are typically issued every February and correspond to the year in which they are issued.
Florida Child Care Professional Credential	FCCPC	Florida Child Care Professional Credential (FCCPC)," pursuant to Section 402.305(3)(b), F.S., is a department approved training program that consists of a minimum of 120 hours of early childhood instruction, 480 contact hours with children ages birth through eight (8) and at least two (2) methods of formal assessment that offers two (2) areas of certification; "Birth Through Five (formerly the department approved CDA Equivalency training programs)" and "School-Age (formerly the Florida School-Age Certification)."
Florida Kindergarten Readiness Screener	FLKRS	The Florida Kindergarten Readiness Screener (FLKRS) is administered to assess the readiness of each child for kindergarten. The FLKRS assessment is the Star Early Literacy®, which is an online, adaptive instrument that students complete independently in approximately 15-20 minutes. The assessment covers 3 main domains: Word Knowledge and Skills, Comprehension Strategies and Constructing meaning, and Numbers and Operations.

Florida Administrative Code	FAC	The Florida Administrative Code is the official compilation of the administrative rules and regulations of state agencies.
Florida Child Care Professional Credential	FCCPC	Florida Child Care Professional Credential (FCCPC)," pursuant to Section 402.305(3)(b), F.S., is a DCF approved training program that consists of a minimum of 120 hours of early childhood instruction, 480 contact hours with children ages birth through eight (8) and at least two (2) methods of formal assessment that offers two (2) areas of certification; "Birth Through Five (formerly the department approved CDA Equivalency training programs)" and "School-Age (formerly the Florida School-Age Certification)."
Florida Department of Children and Families	DCF	A state agency of Florida. The Department provides social services to children, adults, refugees, domestic violence victims, human trafficking victims, the homeless community, child care providers, disabled people, and the elderly.
Florida Department of Economic Opportunity	DEO	A state agency of Florida. The Department promotes economic opportunities for Floridians through workforce, community, and economic development strategies.
Florida Department of Education	DOE	A state agency of Florida. The Department governs public education and manages funding and testing for local educational agencies (school boards).
Florida Department of Health	DOH	A cabinet level agency of the state government, headed by a state surgeon general who reports to the governor. The Department is responsible for protecting the public health and safety of the residents and visitors of the state of Florida.
Florida Office of Early Learning	OEL	The Office of Early Learning is the lead agency for the administration of state and federal child care funds and partners with 31 Early Learning Coalitions, the Redlands Christian Migrant Association, and others to deliver a comprehensive early learning system of services statewide.
Florida Sunshine Law		The "Sunshine Amendment," adopted by Florida voters through a constitutional initiative in 1976 as Article II, Section 8, Florida Constitution, contains standards of ethical conduct and disclosures applicable to public officers and employees; it also requires the Legislature to adopt the code of ethics (see Code of Ethics definition above).
Gold Seal		In 1996, the Florida Legislature established the Gold Seal Quality Care program to acknowledge child care facilities and family day care homes that are accredited by nationally recognized agencies and whose standards reflect quality in the level of care and supervision provided to children. In addition, the Legislature established provisions for Gold Seal providers participating in the subsidized child care program, a.k.a. school readiness and early Learning, to receive a higher reimbursement per child, than providers not receiving a Gold Seal designation.  In 1999, the Legislature revised the program to provide tax incentives through the Department of Revenue or county tax appraiser for participating in the Gold Seal Quality Care Program. Since then, the Legislature has revised the maximum amount of the reimbursement. Currently, the rate differential cannot exceed 20% above the reimbursement rate established by the local early learning coalition, a.k.a. the local school readiness coalition.
Home Instruction for Parents of Preschool Youngsters	HIPPY	Home Instruction for Parents of Preschool Youngsters (HIPPY) is an evidenced-based program that works with families in the home to support parents in their critical role as their child's first and most important teacher.
Inclusion		The principle of enabling all children, regardless of their diverse abilities, to actively participate in natural environments in their communities, including early care and education settings.
Inclusion/Warm Services		These services educate and assist childcare providers with any special needs concerns regarding the children they are serving, particularly children with disabilities and other special health care needs. These services also provide training and consultation on issues such as managing challenging behaviors, understanding the American with Disabilities Act, screening and assessment of children with special needs, and adapting home and school environments.
Individual Education Plan	IEP	The plan for individualizing the education of a child over age three with a disability that includes measurable goals and documentation of the child's progress.
Individual Family Service Plan	IFSP	A plan for special services for young children (under three) with disabilities and their families that includes individualized supports and services that will enhance the child's development.
Infant and Toddler Program		The provision of activities to foster brain development in infants and toddlers.
Informal Child Care		Any legal but non-regulated child care, subject to health and safety requirements, that is provided by a relative or non-relative in the child's home or other location.
Licensed Family Child Care Home	FCCH	An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local family child care licensing requirements.
Licensed Large Family Child Care Provider		Two or more people that provide child care for fewer than 24 hours a day per child in a private residence other than the child's home and meet the state and/or local licensing requirements for large family child care homes.

Match		Refers to a statutorily specified percentage of program or project costs that must be contributed by an entity in order to be eligible for State or Federal funding; the value of third-party in-kind contributions and that portion of project or program costs not borne by the State or Federal government
Market Rate		The price that a child care provider charges for daily, weekly, or monthly child care services.
Office of Child Care	OCC	The Office of Child Care (OCC) supports low-income working families by providing access to affordable, high-quality early care and afterschool programs. OCC administers the Child Care and Development Fund (CCDF) and works with state, territory and tribal governments to provide support for children and their families juggling work schedules and struggling to find child care programs that will fit their needs and that will prepare children to succeed in school. The Office of Child Care was established in September 2010 and replaces the former Child Care Bureau. The Office of Child Care partners with states, territories, and tribes to administer the Child Care and Development Fund (CCDF) program.
Other Cost Accumulator	OCA	OCA is a cost accounting system to maintain the collection of costs in an organized and systematic manner.
Professional Development Initiative	PD	A continuum of learning and support activities designed to prepare individuals for work with and on behalf of young children and their families, as well as ongoing experiences to enhance this work, leading to improvements in knowledge, skills, practices, and dispositions.
Performance Funding Project	PFPP	In 2014, the Florida Legislature created the Early Learning Performance Funding Project (ELPFP). It was designed to provide performance based funding for School Readiness providers that demonstrate improved: program quality, teacher-child interactions and/or child outcomes. The ELPFP has demonstrated a significant and positive effect on early childhood program quality and child outcomes among at-risk children and the teachers who support them.
Quality Initiatives	QI	Activities that enhance early learning environments and experiences.
Quality Improvement Plan	QIP	A plan created for providers that do not meet the quality threshold as set by rule 6M-4.741 Program Assessment Threshold Requirements for the School Readiness Program. The plan includes 1 to 2 targeted strategies.
Quality Rating and Improvement System	QRIS	A systematic approach to assessing, supporting, improving, and communicating the level of quality in an early care and education setting. The State of Florida currently utilizes CLASS scores as its only measurement of quality in this system, and assesses whether a child care provider can contract with an ELC to provide care to subsidized children on this. The QRIS system also uses CLASS scores to reimburse child care providers on a scale. Child care providers with higher CLASS scores receive higher reimbursement rates.
Registered Family Child Care Provider		An individual that provides child care for fewer than 24 hours a day per child, as sole caregiver, in a private residence other than the child's home and meets the state and/or local registered family child care requirements.
Religious Exemption		A child care facility which is an integral part of church or parochial schools conducting regularly scheduled classes, courses of study, or educational programs accredited by, or by a member of, an organization which publishes and requires compliance with its standards for health, safety, and sanitation. Such facilities shall meet minimum requirements of the applicable local governing body as to health, sanitation, and safety and shall meet the screening requirements pursuant to ss. 402.305 and 402.3055. Failure by a facility to comply with such screening requirements shall result in the loss of the facility's exemption from licensure.
School-Age Child Care Provider		A provider licensed or authorized as license-exempt to provide care and education of children who are at least 5 years of age by Sept 1 of the beginning of the school year and who attends kindergarten through grade 5.
School Readiness Program		The School Readiness Act, Chapter 411.01 of the Florida Statutes, School readiness programs are to be full-day, year-round to the maximum extent possible, to enable parents to work and become financially self-sufficient.
Teacher Education and Compensation Helps	T.E.A.C.H.	A scholarship program, which provides educational scholarships and financial incentives to caregivers and administrators of early childhood programs, family day care homes, and large family child care homes.
Temporary Assistance for Needy Families	TANF	Temporary Assistance for Needy Families (TANF) is one of the federal assistance programs. It began on July 1, 1997, and succeeded the Aid to Families with Dependent Children (AFDC) program, providing cash assistance to indigent American families with dependent children. This cash benefit is often referred to simply as "welfare." TANF was created by the <u>Personal Responsibility and Work Opportunity Act</u> instituted in 1996. The Act provides temporary financial assistance while aiming to get people off of that assistance, primarily through employment. The reform granted states wide discretion of how to distribute TANF entitlements.
Utilization Report		This is a management tool that is system which provides year to date expenditures of dollars by category. This data allows for funding projections, based on actual, projected and historical data, to determine if spending is on target or if adjustments may be needed.



Voluntary Prekindergarten Program	VPK	A constitutional amendment passed by Florida's voters in Nov. 2002, required a voluntary prekindergarten program for all four-year-old children. VPK is a program designed to prepare four-year-olds for kindergarten and build the foundation for their educational success. The program allows a parent to enroll his or her eligible child (four years old by September 1 and residing in Florida) in a free VPK program. The program is voluntary for children and providers.
Wait List		"Waiting list" means a list of children waiting for potential enrollment in the school readiness program once funding is available. The list is a record of the names of parent(s), the names and dates of birth of their children, waiting list date and anticipated eligibility and priority category for seeking school readiness services.